



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

THE DIRECTOR

July 28, 1995

MEMORANDUM FOR OMB STAFF

FROM: Alice M. Rivlin *AMR*  
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SUBJECT: Selected Examples of Performance Measurement

Thank you for your efforts in the recently-completed Spring Review on Program Performance and for your follow-up with the agencies to develop specific performance information for the FY 1997 budget decisionmaking process.

We hope that the attached set of selected examples, which we encourage you to share broadly, will be helpful to staff members in the RMOs and the agencies as we work to increase the use of performance information in the development and review of agency budget submissions and in the appropriations process.

Attachment

**Selected Examples of Performance Measurement:  
Using Performance Information in Budget Decisionmaking**

As part of an ongoing effort to communicate the purpose and results of government programs, improve government performance, and improve public confidence in government, the Office of Management and Budget has asked Federal agencies to develop and include significantly greater amounts of performance information for key programs in their budget requests to OMB. Between March and June 1995, OMB conducted a Spring Review on Program Performance focused on how to build more and better performance information into the FY 1997 budget decisionmaking process.

In the FY 1997 budget process, the Administration will look for evidence of key programs that work well and provide good value to their customers and the taxpayers. In the same vein, each agency's budget submission should reflect and reward performance. The program performance information in agency budget submissions will be the basis for information on key programs that will be presented in the FY 1997 Budget.

Building on the Spring Review, follow-up efforts now are underway between OMB and the agencies to finalize the performance information to be presented as part of agency FY 1997 budget submissions. Later in the year, OMB and agencies will be meeting with Appropriations Committees to talk about the use of performance information for selected programs in the FY 1997 budget and the format that might be used to present such information in agency budget justifications to the Committees.

To assist OMB and agency efforts, this document presents selected examples drawn from the Spring Review materials prepared by OMB Resource Management Offices and agencies. These materials present a wide array of good efforts to measure the performance of government programs. The examples are organized under the following categories:

	Page
1. Performance Measures	1-1
2. Performance Measurement Process	2-1
3. Use of Trend Data	3-1
4. Use of Performance Targets	4-1
5. Useful Formats	5-1

To encourage discussions about the examples, names and telephone numbers of agency contacts have been added.

## 1. Performance Measures

"Performance" includes inputs (\$, FTEs, other resources used), processes (the activities that convert inputs to outputs and outcomes), outputs (products and services provided to customers), outcomes (results achieved including customer satisfaction and changes in individuals or the environment that signify progress toward program objectives), and net impacts (what difference the program has made).

"Performance" also includes efficiency (the ratio of output or outcome to input) and may include important side-effects (production of important unintended outcomes or impacts).

It would be ideal, but it is not always necessary, to have information on net program impact (what difference a program has made). For many programs, it would be a considerable advance to have information on program outputs and outcomes even if impact data are unavailable. (Net impact information requires in-depth program evaluation studies that estimate what difference the program has made by comparing actual program outcomes to estimates of the outcomes that would have occurred in the absence of the program.)

Pages 1-1 through 1-19 present performance measures for the following:

	Page
* Department of Transportation: Surface Transportation Safety	1- 1
* Department of Transportation: Aviation	1- 4
* Department of Transportation: Marine Safety and Environmental Quality	1- 6
* Department of Labor: Mine Safety and Health Administration	1- 8
* Department of Education: Vocational Rehabilitation Service Program	1-11
* Department of Defense: Readiness	1-14
* Department of Energy: Basic Energy Sciences Program	1-18

The examples are presented roughly in order of increasing difficulty in performance measurement, moving from programs in which performance measures and data systems are relatively well developed to program areas in which measurement systems continue to evolve.

## 2. Performance Measurement Process

For most programs, the first steps toward useful performance measurement are to identify key stakeholders' expectations and priorities for the program and then to identify the most important objectives for the program (including important unintended consequences that may occur), the processes and resources that the program will use to achieve the objectives, and the key external factors that could affect progress toward the objectives. This will provide the framework for development and any needed revisions of input measures, process/output measures, intermediate outcome measures, and end outcome measures for the program. (Intermediate outcomes often occur earlier than end outcomes and, thus, may provide more timely feedback on program performance.)

Performance information available through agency data systems should be supplemented with performance information obtainable from program evaluations, surveys, and other special studies including studies by those outside the agency.

Pages 2-1 through 2-21 present information on the performance measurement process for the following:

	Page
* Department of the Treasury: Bureau of Engraving and Printing Currency Production	2- 1
* Department of the Treasury: Customs Service Trade and Tariff Program	2- 4
* Department of Education: Goals 2000 and Title I	2- 9
* Department of Commerce: National Weather Service Data Verification Efforts	2-13
* Department of Housing and Urban Development: Cross-Cutting Objectives and Measures	2-14
* Department of Health and Human Services: General Preventive Health Performance Partnership Grant	2-15

The first three examples illustrate the development of performance measurement systems for an array of programs of increasing complexity. The fourth example discusses efforts to verify the data used to measure the accuracy of National Weather Service warnings and forecasts. The last two examples explore the possibility of developing cross-cutting objectives and performance measures designed to capture the contributions of a number of programs working in tandem.

### 3. Use of Trend Data

Information on trends in performance will provide helpful context when it is available. Trend data are useful in setting baselines, can indicate the range of performance fluctuations over time, and can indicate the extent of progress toward performance targets.

For important measures of program performance, to the extent that such information is available, agencies might present information on actual performance trends for (say) each of the years FY 1990 through FY 1994, as well as estimated performance for FY 1995.

Pages 3-1 through 3-9 present trend data for the following:

	Page
* Environmental Protection Agency: Superfund Removal Action	3-1
* Environmental Protection Agency: Air Regulatory Program	3-4
* Army Corps of Engineers: Operations and Maintenance	3-5

#### 4. Use of Performance Targets

"Performance targets" (or "performance goals") are target levels of performance against which actual achievements can be compared, including targets expressed as quantitative standards and benchmarks set to improve on current performance levels. Performance targets are usually set for a fiscal year. For internal management purposes, performance targets may be set for shorter periods (e.g., quarterly).

Pages 4-1 through 4-25 present performance targets for the following:

	Page
* Social Security Administration: Disability Claims and Appeals	4- 1
* Department of Commerce: National Weather Service Advance Short-Term Warning and Forecast Services	4- 3
* Department of Housing and Urban Development: Housing Programs	4- 7
* Agency for International Development: Aid to Russia	4-12

## 5. Useful Formats

As agencies, OMB, and Congress increase their use of performance information in management, budgeting, and the legislative process, it will be helpful to have ways to summarize the status of performance measurement across agencies and programs.

Pages 5-1 through 5-4 present formats for summarizing performance measurement status:

	Page
* General Government and Finance Agencies	5-1
* Department of Commerce Programs	5-2
* Department of Justice Performance Measurement Table	5-4

DEPARTMENT OF TRANSPORTATION  
Intermodal Transportation Administration  
SAFETY1. Program and Policy Objectives:

- A. Enhance the safety of surface transportation.
- B. Protect the environment from the consequences of surface transportation incidents.

2. Performance measures on which information is now available to assess progress in achieving the objectives:

Two types of performance measures are presented: (1) measures that permit cross-modal comparisons and (2) measures which are modal specific.

I. Cross-modal measures

**Goal:** Reduce the number of surface transportation fatalities by X% by 199X.

**Measures:**

- . Number of fatalities in surface transportation incidents
- . Number of injuries in surface transportation incidents

**Goal:** Reduce the number of surface transportation injuries by X% by 199X. Reduce the severity of surface transportation injuries.

**Measure:**

- . Surface transportation fatalities per 100,000 U.S. resident population
- . Surface transportation injuries per 100,000 U.S. resident population

**Goal:** Reduce the environmental consequences of surface transportation incidents.

**Measure:**

- . Number of surface transportation hazardous materials incidents
- . Amount of spillage due to surface transportation hazardous materials incidents

## II. Modal Specific measures

### **Highway and Motor Carrier Safety**

- Highway accidents and injuries per 100,000 resident population.
- Number and rate (per 100 million vehicle miles of travel - VMT) of highway fatalities, injuries, and crashes.
- Commercial motor vehicle (CMV) fatal and injury crashes per 100 million VMT.
- Single vehicle CMV fatal accidents.
- Number of highway crashes per 100,000 vehicles.
- Percent involvement of alcohol in fatal crashes.
- Safety belt use rate for front seat drivers and passengers of passenger cars.
- Reduce driver and CMV out-of-service rates (Out-of-service drivers and CMVs are identified by inspection as likely to result in an accident).
- Improvements in motor carrier safety fitness ratings.
- Percent of follow-up compliance and enforcement reviews resulting in improved ratings.

### **Transit Safety**

- Number of: transit accidents per 100,000 VMT and per million passenger miles; grade crossing accidents; transit-related fires; collisions by type; passenger fatalities and injuries due to transit incidents per 10 million fare-paying passengers and per ten million passenger miles; amount of property damage; fatalities on transit property.

### **Railroad Safety**

- Total train accidents, injuries, and fatalities and associated rates.
- Rail passenger fatalities and injuries/passenger-miles.
- Rail employee fatalities and injuries/employee work-hours.
- Highway-rail grade crossing fatalities.
- Trespasser fatalities/train property rail miles.
- Number of cars which release hazardous materials(HM)/HM rail freight car-miles.

### **Hazardous Materials Transportation Safety**

- Fatalities and injuries per 100,000 population.
- Quantity of HM released to the environment in transportation incidents per

- significant incident report.
- Compliance reinspections demonstrating improved compliance as a percentage of a total number of compliance reinspections.
- Number/percent of States and Indian tribes that employ national emergency response training guidelines.

**Pipeline Safety**

- Total number of pipeline failures.
- Product-specific pipeline failures per 1,000 miles of pipe.
- Total number of fatalities and injuries per 1,000 pipe miles.
- Product-specific fatalities and injuries per 1,000 pipe miles.
- Fatalities and injuries caused by outside force damage to pipelines per 1,000 pipe miles.

3. Performance measures that will be used in the FY 1997 budget process to assess progress in achieving the objectives:

All of the above measures are currently available and will be used in evaluating the 1997 Budget.

4. Summary of current program resources:

	(dollars in millions)			
	<u>FY 1996</u>		<u>FY 1997</u>	
	<u>BA</u>	<u>Outlays</u>	<u>BA</u>	<u>Outlays</u>
Highway & Motor Carriers	\$ 468.3		\$468.3	
Transit	\$ 7.5		\$ 7.5	
Railroad	\$ 51.1		\$ 51.1	
Pipeline	\$ 39.7		\$ 39.7	
Hazardous Materials	\$ 25.6		\$ 25.6	
Total	\$ 592.2	N/A	\$592.2	N/A

DEPARTMENT OF TRANSPORTATION  
AVIATION

## 1. Program and Policy Objectives:

- A. Enhance aviation safety.
- B. Maximize air traffic control system capacity and efficiency.
- C. Promote U.S. preeminence in global aviation by fostering industry vitality.

## 2. Performance Goals and Measures:

Performance Goals	Measures/Indicators
<b>A. Safety</b>	
1. Reduce accident rate by X percent by 199X	Accidents per 100,000 hours of operation for each category of aircraft
2. Reduce number of accidents attributable to weather by X percent by 199X	Number of weather-related accidents per million passenger miles
3. Reduce airport runway incursions by X percent by 199X	Number of runway incursions per operation
4. Reduce operational errors by X percent by 199X	Number of operational errors per 100,000 activity
5. Reduce mid air collisions by X percent by 199X	Number of near mid air collisions per 100,000 activity
<b>B. Capacity and Efficiency</b>	
1. Reduce weather-related delays by X percent by 199X	Number of weather-related delays per 100,000 operations
2. Reduce capacity-related delays by X percent by 199X	Number of capacity-related delays per 100,000 operations
3. Improve on-time performance	Percent of flights on-time

<b>C. Industry Vitality</b>	
1. Reduce costs imposed on users by the air traffic control system	Percent of user-preferred routes and altitudes

3. Summary of current program resources:

(dollars in millions)

	FY 1996		FY 1997	
	BA	Outlays	BA	Outlays
Operations.....	\$4,704	\$4,690	\$4,583	\$4,595
Facilities & Equipment.....	\$1,908	\$2,010	\$1,908	\$1,988
Research & Development...	\$268	\$285	\$268	\$285
Grants-in-aid for Airports..	\$2,214	\$1,594	\$1,500	\$1,553
Total FAA.....	\$9,094	\$8,579	\$8,259	\$8,421

4. Using the outcome of NPR Phase II as base, discuss briefly:

a. What might be done to improve the performance of the program?

Modernization Program: FAA's modernization projects average five years behind schedule. Unit costs for each have increased by 10 percent or more. FAA needs to establish better goals and measures by which to manage these programs.

Air Traffic Control Corporation: The Administration's proposal to create a wholly-owned government corporation which would exempt the FAA from most personnel, procurement, and budget restrictions should improve program performance. For example, the FAA will be permitted to increase capital spending using debt financing, without scoring the increased spending.

b. Are there laws or administrative controls that are obstacles to improved performance? Briefly describe the major impediments.

Operating under the current financial framework, the FAA is unable to provide funding for certain capital investment projects that would pay back dividends in the form of lower operating costs for air carriers and lower annual recurring operating costs for the FAA.

DEPARTMENT OF TRANSPORTATION  
United States Coast Guard  
MARINE SAFETY AND ENVIRONMENTAL QUALITY

## 1. Program and Policy Objectives:

Eliminate deaths, injuries, and property damage associated with maritime transportation, fishing, and recreational boating.

## 2. Performance Goals and Measures:

Goals	Measures
1. Increase the survivability of mariners in imminent personal danger by X% over five years.	lives saved/lives saved + lives lost after Coast Guard notification
2. Reduce the number and severity of injuries due to maritime accidents by X% over five years.	health care costs/total waterborne commerce, health care costs/total recreational boating, # of boating related injuries/total waterborne commerce and total recreational boating
3. Reduce the risk of passenger vessel casualty with loss of life by 20% over five years.	passenger vessel accidents per million passenger days and secondary measures
4. Reduce the risk of third party death and injury associated with maritime activities by X% over five years.	number of precursor incidents (bridge collisions, hazmat releases, etc.)/total waterborne commerce; and/or number of precursor incidents/total recreational boating
5. Reduce the recreational boating fatalities by X% over five years.	fatalities per unit of measure (current measure is per 100,000 registered boats)
6. Reduce worker fatalities from maritime accidents by 20% over five years.	fatalities per 100,000 workers
7. Reduce the loss of property from maritime accidents by X% over five years.	value of property loss prevented/property loss prevented + value of property lost

8. Reduce the alcohol involvement in boating accidents by X% over five years.	boating accident rate where alcohol was involved
9. Reduce the amount of oil and chemicals discharged into the water from maritime sources by 20% over five years.	gallons spilled per million gallons shipped.
10. Reduce the amount of plastics and garbage discharged into the water from maritime sources by 20% over five years.	pounds of marine debris recovered per mile of shoreline surveyed
11. Reduce the total number of major and medium oil spills by 50% over five years.	number of spills (over 10,000 gallons) per billion tons shipped.
12. Increase the removal (volume) of spilled oil by 10% over five years.	gallons removed as a % of total gallons spilled.
13. Reduce the degradation/depletion of living marine resources by U.S. fishermen by X% over five years.	regional measure of health of fish stocks from NMFS and suite of secondary measures
14. Reduce the taking/degradation of threatened or endangered species and instances of illegal indiscriminate fishing by X% over five years.	fatality rate of endangered species and suite of secondary measures
15. Reduce the risk of damage to marine sanctuaries and other sensitive marine areas by X% over five years.	rate of accidents in and around identified areas

3. Performance measures that will be used in the FY 1997 budget process to assess progress in achieving the objectives:

The Transportation Branch will request performance information in support of the FY 1997 budget submission for those goals and measures which the Coast Guard has enumerated specific benchmarks. For those goals and measures that the Coast Guard is still developing, we will work with them to establish a timeline for development of the necessary benchmarks and technical methods necessary for measurement.

**1997 BUDGET SPRING REVIEW**

**RELATIONSHIP OF KEY PERFORMANCE OBJECTIVES AND BUDGETS  
DEPARTMENT OF LABOR  
MINE SAFETY AND HEALTH ADMINISTRATION**

1. **Long-term program and policy objectives:**
  - A. Reduce fatalities, injuries and illnesses at our nation's mines.
  - B. A subset of this policy objective is increased safety at small underground coal mines, where injury and fatality rates are highest, and insuring that mine equipment meets safety standards.
  
2. **Performance measures on which information is now available to assess progress in achieving the objectives:**
  - A. Currently only output measures are reported in the President's Budget. These include number of inspections, regulations promulgated, violations assessed, course days, equipment approvals, field investigations, and laboratory samples analyzed.
  - B. MSHA receives quarterly reports from all mines on injuries, illnesses and fatalities, as well as production and hours worked. (See 6b below for more details.)
  
3. **Performance measures that will be used in the FY 1997 budget process to assess progress in achieving the objectives:**
  - A. Compare annual rates of fatalities and non-fatal lost time injuries (per 200,000 work hours) to baseline data (1990-95).
  - B. Compare annual rates of fatalities at small underground coal mines to baseline data (1990-95). (Lost-time injury rates are not used because under-reporting makes the data too unreliable.)

- C. As an indicator of health risks, the percentage of mines complying with respirable dust standards will be tracked by both dust samples submitted by mine operators and collected by MSHA inspectors.
- D. MSHA is required to conduct inspections four times a year at all underground mines, and twice a year at surface mines. MSHA proposes comparing the percentage of these inspections conducted with baseline data.
- E. MSHA audits mine equipment to make sure it is in conformance with regulatory requirements. MSHA is seeking to evolve its role to more oversight and less hands-on testing of equipment. To measure the success of this activity, MSHA will compare baseline data with future rates of the percentage of products audited found to be in conformance.

4. **Summary of current program resources:**

<u>Program</u>	<u>FY 1996 budget estimates</u>			
	<u>FY 1996</u>		<u>FY 1997</u>	
	<u>BA</u>	<u>Outlays</u>	<u>BA</u>	<u>Outlays</u>
MSHA	212	211	206	206

5. **How performance can be improved:**

- a. **What might be done to improve the performance of the program?**

Through NPR II MSHA plans to privatize accreditation activities, and penalty collection, limit state grants to the 4 largest coal mining states, merge its engineering offices, provide flexiplace for inspectors, and expand private sector use of the Mine Academy. MSHA was not included in NPR regulatory reinvention activities but is advancing on its own.

- b. Who prepares the data and information? Is it timely and accurate? How might it be improved?**

MSHA receives quarterly reports from mine operators on injuries, illnesses, and fatalities. MSHA considers the fatality data very accurate, with injury data somewhat less accurate, particularly among small mines. Good data on illness resulting from mining is harder to come by, in part due to the time lapse between exposure and on-set of illness. Injury rates have been falling in recent years, although

MSHA fears that may be due in part to under-reporting, as MSHA has decreased records auditing. MSHA is trying to increase records auditing, however this is a costly activity with an indirect effect on health and safety.

- c. Is financial data available that compares all program costs with the objectives and performance measures that have been established? What changes in budget or accounting structure would be helpful?**

The current accounting structure does not compare program costs with objectives and performance measures. The current structure provides breakdown by Coal and Metal/Non-metal Enforcement, which allows for comparison between spending in these divisions and the health and safety in those types of mines; however compliance assistance is included in the enforcement category. MSHA recognizes that "The Agency needs to work toward developing a performance oriented structure (e.g., one that distinguishes between enforcement and compliance assistance)".

**Core Performance Indicators for the Vocational Rehabilitation  
Service Program  
Title I--Grants to States**

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PROGRAM GOALS -- STATE VOCATIONAL REHABILITATION SERVICES PROGRAM	PERFORMANCE INDICATORS	PERFORMANCE MEASURES	STAN- DARD (Level)	PRI- ORITY	TIME- LINE
To promote the employment of individuals with disabilities, especially individuals with the most severe disabilities	Percentage of individuals who achieved an employment outcome as compared to the number of individuals who received services under an INRP (closed cases)	% of status 26 closures of the total closures from the active caseload (status 26 + status 28)	To be determined	*	FY 95
	Percentage of individuals with severe disabilities who achieved an employment outcome	% of individuals with severe disabilities who achieved an employment outcome of the total no. of individuals who achieved an employment outcome	TBD	*	FY 95
	Percentage of individuals who achieved a competitive employment outcome	% of individuals who achieved a competitive employment outcome of the total no. of individuals who achieved an employment outcome	TBD	*	FY 95

	Earnings of individuals who have achieved an employment outcome	Average gain in earnings determined by comparing earnings the week before application to the earnings in week of closure	TBD	*	FY 95
	Percentage of individuals who are served by the VR agency that are satisfied with the employment outcomes they have achieved with VR assistance	Future data collection through consumer satisfaction survey and reporting on standards and indicators	TBD		FY 97
	Percentage of the individuals who achieved a competitive employment outcome and maintain employment and earnings one year after closure	Future data collection through follow-up surveys	TBD		FY 97
To ensure access to services for individuals with severe disabilities, especially individuals with the most severe disabilities	Percentage of individuals with severe disabilities who apply for services that are found eligible for services (acceptance rate)	% of individuals with severe disabilities who are found eligible for services (status 10) of all applicants (status 02)	TBD	*	FY 95

	Percentage of individuals with severe disabilities that are served under the program.	% of individuals with severe disabilities that receive services of all individuals who receive services (statuses 10-24).	TBD	*	FY 95
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## Performance Management — DOD Readiness Measures

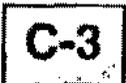
The current system of measurement for readiness of Service units is called the Status of Resources and Training System (SORTS). SORTS is a well-developed indicator used to measure the status, retrospectively, of individual combat units, such as divisions. Exhibit 1 identifies the rating categories and the levels (C-1 through C-4) used for SORTS and describes the thresholds, by rating category, that the services use to determine the C-rating of a unit. The "C" levels are determined by a standard set of definitions, but are subject to change based on a commander's judgement. The ability of the commanders to change the C-ratings and the tendency to change the definition of the rating standards have been the cause of some of the fluctuations in ratings that the U.S. military has experienced over time. Exhibit 2 describes the standards, by rating category, that the Services use to determine the C-rating of a unit. For example, to be rated C-1 a unit must have 90 percent of its allotted personnel by grade and job skill on board.

While SORTS provides a snapshot of readiness at the unit level, it does not estimate the war fighting capability of our forces. This is because SORTS does not measure the ability of units to fight jointly as they are designed to do in combat. U.S. war plans call for the units of each of the Services to function as an integrated whole, under the operational control of up to 11 different unified commanders-in-chief. Arguably, the readiness of the individual units to perform their assigned mission depends on how well they operate jointly.

In an attempt to better refine the SORTS reporting system, DOD has a study underway to identify metrics for each of the major components for the SORTS systems, e.g. training, personnel, logistics and joint readiness. Exhibit 3 shows a example of the taxonomy DOD is developing for the Personnel indicators. To address further some of the shortcomings in the SORTS system, the Joint Staff is developing a measurement system called the Joint Monthly Readiness Review (JMRR). This system will begin to try to measure the factors of readiness that the peacetime-oriented SORTS does not.

**Forces Ready to Flight**

## Status of Resources and Training System (SORTS)

- **Rating Categories:**
  - Personnel (% authorized vs on-hand)
  - Equipment on Hand (% authorized vs on-hand)
  - Equipment Condition (% mission capable)
  - Training (Commander's assessment)
  - Overall
- **Rating Levels:**
  -  **Ready for all wartime missions**
  -  **Ready for most Wartime missions**
  -  **Ready for many portions of wartime mission**
  -  **Needs additional resources to undertake wartime missions**
  -  **Units in: transition, relocation, inactivation, etc. . .**

Criteria for SORTS Resource Category C Levels

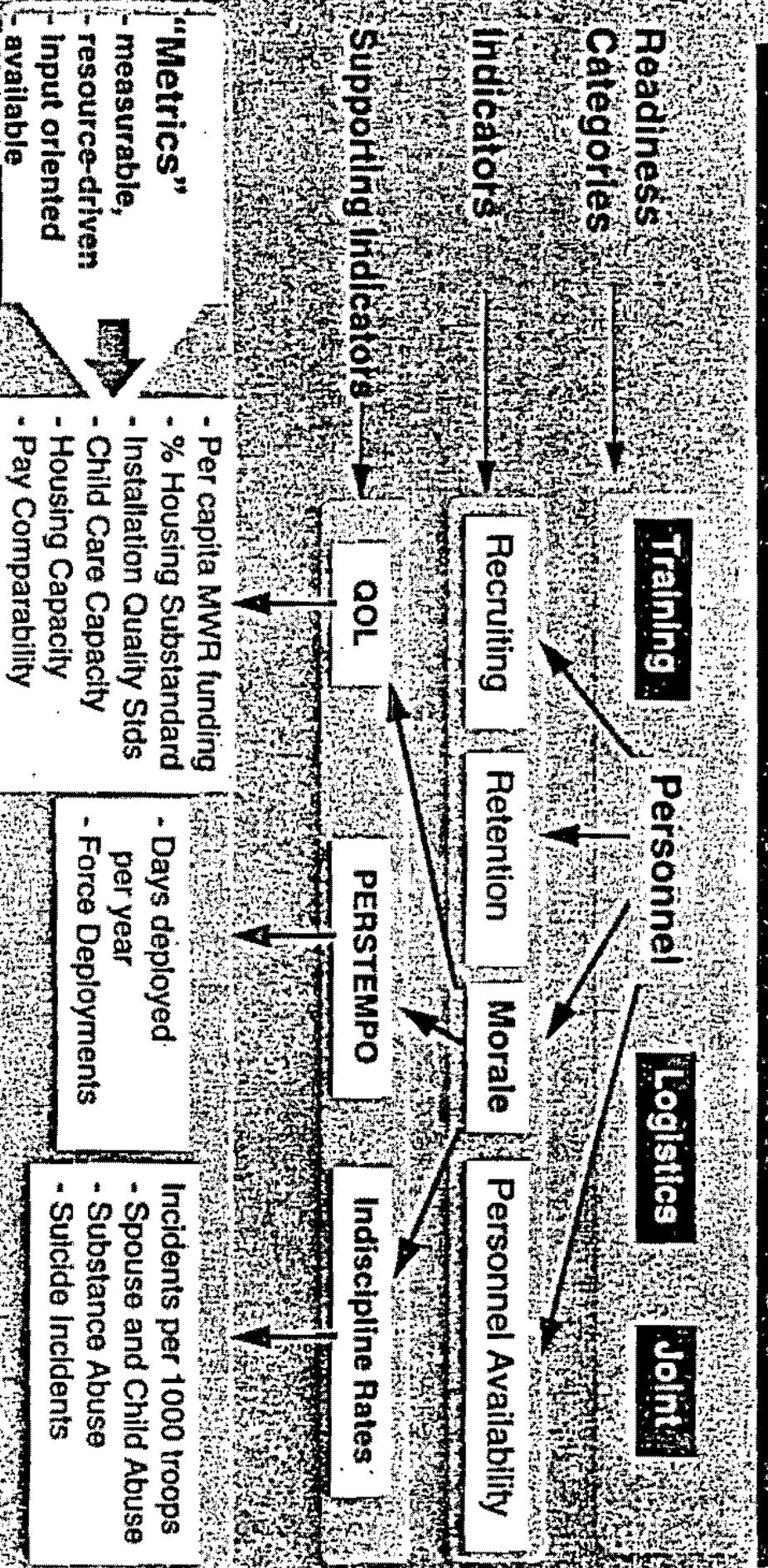
(Threshold are percentages of prescribed wartime requirements)

Category C Level	Personnel	Threshold	Equipment and supplies	Threshold	Equipment condition	Threshold	Training	Threshold
C-1	Total	90	Combat	90	Combat	90	Completed	90
	MOS 1/	85	Aircraft	90	Aircraft	75	Operational crews	85
	Grade 2/	85	Other	90	End-items	90	Number of days required	14
C-2	Total	80	Combat	80	Combat	70	Completed	70
	MOS	75	Aircraft	80	Aircraft	60	Operational crews	70
	Grade	75	Other	80	End-items	70	Number of days required	28
C-3	Total	70	Combat	65	Combat	60	Completed	55
	MOS	65	Aircraft	60	Aircraft	50	Operational crews	55
	Grade	65	Other	65	End-items	60	Number of days required	42
C-4	Lower		Lower		Lower		Lower or longer	

1/ Military Occupational Speciality (MOS) are the skill areas/job categories required for each unit.

2/ Grades refers to authorized pay grades.

# Readiness Indicators and Metrics.. Taxonomy



**RELATIONSHIP OF KEY PERFORMANCE OBJECTIVES AND BUDGETS  
DEPARTMENT OF ENERGY**

**Basic Energy Sciences Program -- Science User Facilities**

1. Program and Policy Objectives:

Serve the Nation's need for unique scientific facilities for research that cannot be conducted through other means.

Specifically:

Support research and stimulate innovative research methods in the fields of materials sciences, chemical sciences, earth sciences, and biosciences through the operation of cutting-edge scientific facilities such as synchrotron light sources, neutron sources, and electron beam microcharacterization centers.

2. Performance Measures:

A. **Availability and Predictability of Facility Operations:**

**Are facilities available to scientists in a way that meets their research needs?**

DOE science facilities are cutting-edge research facilities that are often unique in the Nation. However, certain research communities may choose not to take advantage of such capabilities if there is an unacceptably long wait for "beam time." (This is often particularly important for private users who wish to be the first to patent a particular product or process.) Moreover, researchers that have made a commitment to using Basic Energy Science facilities may need to return quickly to follow up on initial results. Some experiments require multiple "runs" of a machine. Thus, it is extremely important to the user community that facilities be available on a predictable and reliable schedule.

*Quantitative measures:*

- The number of hours requested by qualified users compared to the number of hours allocated by facility
- Ratio of delivered operational time to scheduled operational time
- Weeks of advance notice provided to users regarding scheduling of their experiments

**B. Quality of Technical Performance: Does the facility perform within operating specifications?**

Another measure of the value of such facilities to users is the quality of machine performance. Much of the research conducted at scientific user facilities requires a high or even unprecedented degree of accuracy and precision in machine operations. Thus, it is critical that machines function within the specifications researchers have anticipated to achieve specific experimental conditions. An accelerator beam that provides unacceptably low power, or does not accurately reach a specimen target, can ruin an expensive experiment.

*Quantitative measures of reliability:* Performance measures will vary by facility. Specific examples include:

- Operating parameters such as power, beam cross-section, or accuracy of beam delivery; or
- Specific indices that measure multiple operating parameters critical to user needs (e.g., SLAC example).

3. Summary of Current Program Resources (BA in millions):     \$210 in 1995;     \$242 in 1996

Note: Resources include facility operations only. Overall program budget was \$734M in FY 1995 and \$811M (proposed) for FY 1996.

**RELATIONSHIP OF KEY PERFORMANCE OBJECTIVES AND BUDGETS**  
**DEPARTMENT OF THE TREASURY**  
**Bureau of Engraving and Printing Currency Production**

**1. Long-Term Program and Policy Objectives:**

The Bureau of Engraving and Printing (BEP) has used performance indicators for over a decade to measure the efficiency and effectiveness of overall organization performance. Each year, BEP publishes the results for these indicators in its annual report. BEP managers use these results to determine their success in achieving stated goals and objectives for the year.

MISSION

The Bureau of Engraving and Printing (BEP) produces quality U.S. currency, U.S. postage stamps and other government securities to meet the demands of its customers, the Federal Reserve, the Postal Service and the U.S. citizens. BEP has adopted long-range strategic goals for its U.S. currency production program. The currency program was selected for the performance review because currency products are more uniform than postage stamps and BEP is the only producer of U.S. currency.

OBJECTIVES

The bureau's proposed long-range goals are to:

- Satisfy the Federal Reserve's requirement for currency
- Operate efficiently and cost effectively
- Maintain the highest level of security
- Provide a safe and healthy work environment

**2. Performance Measures for Which Information Is Now Available to Assess Progress In Achieving Objectives:**

BEP currently collects data on:

- Cost per thousand Federal Reserve Notes
- Number of units produced, by denomination
- Federal Reserve Notes delivered
- Currency spoilage

**3. Performance Measures That Will Be Used in the FY 1997 Budget Process**

BEP has been fairly proficient in developing and monitoring performance measures for its currency and postage operations. However, due to a recent incident of internal theft, the bureau has developed measures for providing a more secure environment for currency production. BEP proposes the following outcomes to be achieved over the next five years:

- Fill 100 percent of all orders placed by the Federal Reserve
- Maintain production costs and spoilage rates below standards
- Receive a high rating from Secret Service on its security system for currency production
- Reduce incidence of injury and unsafe working conditions

BEP plans to use the following measures to assess its progress towards achieving these outcomes:

- Percent of Federal Reserve orders filled
- Employee productivity, production costs and spoilage rate
- Results of Secret Services reviews
- Injury trends and OSHA inspections results.

OMB also suggests that BEP consider developing measures of customer satisfaction. One such measure might be *timeliness of order fulfillment*.

**4. Summary of Current Program Resources:**

<u>Program</u>	<u>FY 1996</u>		<u>FY 1997<sup>10</sup></u>	
	<u>BA</u>	<u>OL</u>	<u>BA</u>	<u>OL</u>
BEP Currency Production <sup>11</sup>	NA	NA	NA	NA

**5. NPR Phase II and Improved Program Performance**

Treasury proposes to conduct a study to determine the feasibility of an electronic smart card to replace coins and currency. The study would explore (i) the feasibility of a private/Federal partnership to develop a currency smart card and (ii) the effect of a smart card on the money supply. Use of the smart card could offer the potential to drastically curtail BEP's traditional manufacturing operations. However, Treasury is only proposing a study at this point.

Treasury's proposal to consolidate Treasury services -- personnel, procurement, accounting and budget -- through the reduction of 10,000 FTE by 15% or 1,500 FTE over the next five years may result in some streamlining for BEP. Treasury also proposes expanding the use of Cooperative Administrative Support Units (CASUs) and the use of franchising as two means to achieve savings.

**6. Use of Program and Financial Data for Assessing Performance**

Because BEP is essentially a manufacturing operation, it is forced to integrate information about operations and budget in order to meet customer demands for its product.

<sup>10</sup>Assumes a 3% reduction from the 1996 level.

<sup>11</sup>BEP is no longer part of the Treasury appropriation because it operates under statute as a revolving fund.

**RELATIONSHIP OF KEY PERFORMANCE OBJECTIVES AND BUDGETS**  
**DEPARTMENT OF THE TREASURY**  
**U.S. Customs Service Trade and Tariff Program**

**1. Long-Term Program and Policy Objectives:**

Customs is the lead border management agency with responsibilities for ensuring the facilitation of trade across the nation's borders and interdiction of illegal narcotics smuggled into the country. Customs is undergoing a major reorganization, reducing headquarters staff by one third, eliminating regions and districts, and transferring major responsibilities and staff to the ports-of-entry.

**MISSION**

One of the four mission goals in the Customs (Strategic) Five-Year Plan is combatting trade fraud, which represents the broad array of ways in which goods are fraudulently traded across the nation's border. Trade fraud encompasses a variety of activities, including undervaluation of merchandise, mislabeling or classifying, misrepresenting country of origin, infringing on intellectual property rights, misrepresentation of value-added, etc.

**OBJECTIVES**

Trade fraud is primarily addressed through the Customs Trade and Tariff program, which implements U.S. trade policy within the context of the following key objectives:

- Collecting the proper amount of duties on imported merchandise (\$21 billion, 1995 est.);
- Enforcing federal laws and regulations on imported merchandise, as well as international codes and agreements;
- Accurately collecting and reporting import/export statistics; and
- Providing efficient commercial services to the trade community.

**2. Performance Measures for Which Information Is Now Available to Assess Progress In Achieving Objectives:**

Customs collects data on a variety of inputs, outputs, and outcomes. Customs has collected data on noncompliance with the U.S. trade laws for years. Like the operating data collected for many federal regulatory, enforcement, and compliance programs, such data is interesting, but provides little information about the enforcement environment and outcomes that agencies should be considering in focusing their efforts -- for example, the extent of non-compliance.

Until recently, Customs has not had methodologies in place to measure the level of compliance with trade laws or the correct amount of duties that should be collected. In response to GAO and trade community charges that Customs focuses on minor infractions and has little ability to respond to systematic shortcomings in compliance, Customs embarked in 1993 on an effort to develop a comprehensive, statistically-based methodology for determining compliance of importers with U.S. trade laws. The results of this effort offer potential applicability for measuring outcomes with respect not only to Customs tariff and trade compliance programs, but to other federal regulatory and enforcement programs, as well.

During 1995, Customs is using its new compliance measurement program to establish baseline compliance data for all major commodities. Although insufficient historical data will be available for the 1997 budget process to assess current performance against past performance, these measures can be used to assess compliance outcomes -- both by major commodity group and in the aggregate. These measures can also be used to determine the size and nature of the Customs "tariff revenue gap" -- the difference between duties collected that should be collected in a given year and those actually collected.

While the compliance measurement program focuses on *importer* compliance with U.S. trade laws, the program does not now encompass *exporter* compliance with trade laws. Unlike import data, which usually is collected in an automated process, export data collection remains a manual, paper-driven process and does not lend itself to large-scale statistical sampling and use of sophisticated compliance measurement methodologies. However, the Automated Export System (AES), which is under development by Customs, will automate this data stream for Customs and the other federal agencies that rely on this data for constructing U.S. trade estimates and regulating the export of sensitive or prohibited merchandise. The development schedule for AES depends on the 1997 budget process and the ability of Customs to fund the program within available resources. Customs does

plan to introduce statistically-based compliance measurement methodology into the AES system to provide information -- for the first time -- on exporter compliance with U.S. trade laws.

Customs also has other applications for its compliance measurement methodology under development, including measuring the extent of passenger compliance. Discussions of the use of Customs compliance measurement methodology is also entering into discussions between Customs and INS on improvements needed for all passenger inspection -- both for Customs and INS purposes.

Regular assessment of customer needs and attitudes toward the services provided by Customs is an important long term goal of the Customs Service. For purposes of the trade and tariff program, Customs needs to develop better information about importer/exporter needs and expectations in order to help bridge the gap between those needs and the services -- primarily clearance of commercial cargo -- provided by Customs. Currently, Customs collects data on commercial cargo clearance times through international ports-of-entry. Customs also plans to conduct two studies during 1995/96 to determine the attitudes of international trade organizations, including importers, about inspection and services provided by Customs.

Currently, Customs is engaged in internal deliberations about other appropriate measures that it may consider using to assess its field performance, including for commercial activities. OMB staff believe that the development of such measures should be closely linked to the development of measures to be used in the budget process. However, Customs is unprepared at present to discuss these measures with OMB.

The following measures were submitted by Customs in conjunction with its 1996 Congressional budget justification and will remain available for reporting to OMB with the 1997 budget submission:

#### Input Measures

- Budget Authority
- Direct FTE
- Number of Formal Entries
- Number of Informal Entries
- Value of Entries

### Output Measures

- Total Collections
- Merchandise Seizures
- Accepted Regulatory Audits
- Intensive Exams
- Discrepancies (percentage difference in actual classification or value of merchandise from that reported)

### Outcome Measures

- Compliance Estimates (trade and tariff combined estimate) for Nine Selected Commodities (based on sampling at selected districts)

### **3. Performance Measures That Will Be Used In the FY 1997 Budget Process**

Customs is prepared to continue reporting those measures reported with the 1996 budget, but will also provide expanded outcome measures for identifying trade and tariff compliance for all major commodities.

- **Outcome Measures** -- The development of improved outcome measures for trade and tariff compliance will provide the best measure of how well Customs performs its mission of enforcing U.S. trade laws for imports. Without continued progress in the development of AES, similar measures for export compliance will remain unavailable for the foreseeable future. Specifically Customs will report to OMB separate trade compliance and tariff compliance estimates for each major commodity group (instead of a combined trade and tariff compliance estimate for each commodity), to reflect the expanded compliance measurement program during 1995. In addition, Customs will provide aggregate-level, trade-weighted compliance and tariff compliance estimates for all imports.
- **Measures of Customer Satisfaction** -- Because of the importance of establishing the responsiveness of Customs to its customers, Customs should also report average clearance times for commercial cargo separately for land, air, and seaports for the 1997 budget process. This measures will provide a useful barometer of the service provided to importers, as cargo clearance time dramatically affects the cost and difficulty of transacting business across borders. Additional data concerning customer attitudes and expectations will not be developed in time for the 1997 budget submission.

**4. Summary of Current Program Resources:**

<u>Program</u>	<u>FY 1996</u>		<u>FY 1997<sup>1</sup></u>	
	<u>BA</u>	<u>OL</u>	<u>BA</u>	<u>OL</u>
Customs Trade and Tariff	363.4	330.7	352.5	320.8

**5. NPR Phase II and Improved Program Performance**

The REGO 2 proposal to reduce field offices offers the potential for streamlined, more effective operations. Customs is pursuing a reduction in field offices as it reduces the size of headquarters operations and closes Region and District Offices and transfers additional staff to the ports.

Treasury's proposal to consolidate Treasury services -- personnel, procurement, accounting and budget -- through the reduction of 10,000 FTE by 15% or 1,500 FTE over the next five years also will lead to streamlining for Customs. Treasury also proposes expanding the use of Cooperative Administrative Support Units (CASUs) to achieve savings.

**6. Use of Program and Financial Data for Assessing Performance**

GAO audits in the early 1980's have led Customs to completely refocus their thinking about performance measurement. Using statistically-based methodologies for measuring compliance, OMB expects Customs to produce information that will prove useful as it manages a growing workload with little growth in resources. For the Trade and Tariff Program, our expectation is that Customs will produce baseline measures for the 1997 budget process that will provide input for budget decision-making in subsequent years.

<sup>1</sup>Assumes a 3% reduction from the 1996 level.

## GOALS 2000 AND TITLE I PERFORMANCE INDICATORS

INDICATORS	POSSIBLE SOURCES	1995	1996 <sup>1</sup>	1997	1998 <sup>2</sup>	1999
<b><i>IMPROVED LEARNING: Student achievement nationally and in high-poverty schools will show significant improvement in core subjects.</i></b>						
Between 1994 and 1998, the proportion of students who meet or exceed proficiency levels in reading and math on such measures as the National Assessment of Educational Progress will increase by 10 percentage points.	National Assessment of Educational Progress (NAEP) results in reading and math and other core subjects  Omnibus Longitudinal Evaluation of Schools, which may include NAEP/Third International Math and Science Study (TIMSS) items	•	•	•	•	•
Students in high-poverty schools will show improvement comparable to that of other students in the nation and the states, dramatically reversing the decline in disadvantaged communities in recent years.	Prospects for baseline data regarding student achievement in reading and math  NAEP results in reading and math and other core subjects  Omnibus Longitudinal Evaluation of Schools, which will include NAEP and TIMSS items  Analysis of State Assessments' Results	•	•	•	•	•

Note: Elementary and Secondary Education Act (ESEA) programs were reauthorized by the Improving America's Schools Act (IASA) and are referred to in this document as IASA programs.

1. Interim report of the National Assessment of Title I due to Congress, January 1996.
2. Final report of the National Assessment of Title I due to Congress, January 1998.

DRAFT

May 10, 1995

INDICATORS	POSSIBLE SOURCES	1995	1996	1997	1998	1999
<b><i>SCHOOLS AND CLASSROOM IMPROVEMENT FOCUSED ON CHALLENGING STANDARDS: Engagement in improvement efforts focused on enabling all students to reach challenging standards will grow systemwide.</i></b>						
<p>By school year 1996-97, as many as 20,000 individual schools--about one quarter of the public schools in the country--will actively participate in locally-developed reforms stressing challenging standards for all children. For school year 1998-99 the target is 60,000 schools.</p>	<p>Baseline Fast Response Survey of Schools to determine the current awareness and status of school reforms outlined in Goals 2000 and IASA</p> <p>Omnibus Longitudinal Evaluation of Schools, which will be linked to LEA &amp; State Surveys</p>	*			*	*
<p>By 1997-98, surveys of principals and teachers will indicate that at least 25 percent of the schools and classrooms have aligned curriculum, instruction, professional development and assessment to meet challenging state or local standards.</p> <p>High poverty schools will show progress in aligning classroom practice with challenging standards comparable to that of other schools in the nation.</p>	<p>Baseline Fast Response Survey of Schools to determine the current awareness and status of school reforms outlined in IASA</p> <p>Omnibus Longitudinal Evaluation of Schools, which will be linked to LEA and State Surveys</p>	*	*	*	*	*

Note: Elementary and Secondary Education Act (ESEA) programs were reauthorized by the Improving America's Schools Act (IASA) and are referred to in this document as IASA programs.

1. Interim report of the National Assessment of Title I due to Congress, January 1996.
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DRAFT

May 10, 1995

INDICATORS	POSSIBLE SOURCES	1995	1996	1997	1998	1999
<p>By 1997-98, at least half of all Title I schoolwide program plans will show comprehensive approaches to improving curriculum, instruction, and assessment aligned with challenging state and local standards.</p>	<p>Review of Title I Schoolwide Program Plans</p> <p>Omnibus Longitudinal Evaluation of Schools, which will be linked to LEA and State Surveys</p>	*	*	*	*	*
<p>Title I programs will have highly qualified staff. Where aides are used, they will have high school diplomas or GEDs within 2 years of employment, and the proportion of aides receiving further professional training will increase.</p>	<p>Prospects for baseline data regarding teacher aide credentials</p> <p>Chapter 1 School Survey for baseline data regarding teacher aide credentials</p> <p>Omnibus Longitudinal Evaluation of Schools, which will survey school staff—including teacher aides</p> <p>Schools and Staffing Survey</p>	*				

INDICATORS	POSSIBLE SOURCES	1995	1996	1997	1998	1999
<b>FEDERAL, STATE AND LOCAL SUPPORTS: Alignment of policy and strategic assistance will support school and classroom improvements toward challenging standards.</b>						
<p>By 1995-96, 75 percent of states will have approved Goals 2000 plans and be in the process of implementing them.</p> <p>Consolidated IASA plans received in Spring of 1996 will show evidence that Goals 2000 plans are providing a framework for reform.</p>	<p>Review of Goals 2000 plans and state monitoring reports</p> <p>ED State Survey of Goals 2000 and IASA implementation</p> <p>Review of State IASA plans</p> <p>Council of Chief State School Officers surveys and reports</p> <p>Feedback on progress from conferences and other major public and private initiatives</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>				
<p>By 1995-96, at least 25 percent of the states will have content and performance standards in place for two or more core subjects; 80 percent of the states will have them by 1997-98.</p>	<p>Review of Goals 2000 plans and state monitoring reports</p> <p>ED State Survey of Goals 2000 and IASA implementation</p> <p>Review of State IASA plans</p> <p>Council of Chief State School Officers surveys and reports</p> <p>Feedback on progress from conferences and other major public and private initiatives</p>	<p>•</p> <p>•</p> <p>•</p> <p>•</p>				

6. Verification involves the process of comparing the predicted weather to the actual weather. The process begins with the collection of warnings, forecasts and the corresponding observational data from every NWS office across the Nation. Quality control procedures are followed to ensure the highest possible reliability of the gathered data.

The verification data are used to produce statistics that measure the accuracy of warnings and forecasts. These statistics are computed over several years to establish the trend of forecast and warning accuracy. The current trend is combined with expected improvements due to new technology and advanced forecast techniques in order to establish targets for future levels of accuracy. The same statistical procedures used today will be applied in the future to validate these projected levels of accuracy.

Through seminars, briefings, community open houses, and electronic networks, NWS utilizes feedback from the public and private industry toward improving customer service. This customer feedback verifies service quality and indicates where improvements can be made both in weather forecast products and in dissemination.

Additional verification efforts include:

- formal reviews (including external members on the review panels) to measure progress, evaluate contributions to NOAA goals, and provide analysis to enhance public recognition of programs;
- competitive peer-review of internal and external research proposals to ensure the quality of science efforts; and
- symposia and workshops to review scientific findings and the utility of research and applications with the broader coastal community.

Performance of the Advance Short-Term Warning and Forecast Services Program is evaluated and monitored through Congressional, GAO, and IG Reports, evaluation studies of NIST and NRC, and financial data and information. NOAA's Comptroller Office, in coordination with the Advance Short-Term Warning and Forecast Services Coordinating Budget Office, prepares the financial data which is timely and accurate. However, the workload associated with the overall tracking of commitments will be significantly reduced with the implementation of the Commerce Administrative Monitoring System (CAMS). CAMS is scheduled for full implementation by FY 2000. NOAA will begin implementation of CAMS in FY 1997.

- o Interacting programs/overlapping measures/global objectives. Many similar or identical outcome measures are proposed for different programs. For example, the supply-oriented Affordable Housing Fund and the demand-oriented Housing Certificate program both can be judged by their effectiveness in reducing the numbers of low-income households with severe housing needs or in reducing poverty concentration. This is not surprising given that the programs will often work in tandem to achieve a given result. However, to the extent that programs interact, it will be difficult to attribute outcomes to one program or the other. One possible solution might be to develop cross-cutting objectives and measures that tie together the impact of several programs.

#### HOW AMBITIOUS?

- o Even cross-cutting measures may not capture program contributions to larger objectives. Within HUD's domain, for example, all programs should contribute in some way to the larger objectives of creating more liveable, humane, democratically governed communities or more economically vital and financially viable cities. *Is it too ambitious to try to measure progress toward these larger objectives and each program's contribution? Is there sufficient agreement about the goals of urban policy or sufficient understanding of how Federal policies could contribute to those goals to propose such measures?*
- o Across the broad range of domestic programs, both the design and administration of Federal programs affect citizens' views of whether the Government is responsive to their needs, fair in its treatment of them and others, and a source of greater opportunity or not. Large numbers of citizens view the Government, whether rightly or not, as either hostile or irrelevant to their interests. Some programs (perhaps vouchers) are by their design more likely to give beneficiaries a sense of expanded personal choice; whereas others (perhaps public housing) are both designed and administered in a way that may be felt as oppressive. Should a set of cross-cutting performance measures be developed?

Department of Health and Human Services  
Spring Review of Program Performance FY'97 Budget  
Centers for Disease Control and Prevention, U.S. Public Health Services  
Program: General Preventive Health Performance Partnership Grant

**I. Summary of Current Program Resources:**

Program	<u>FY 1996 Budget Estimate (\$ millions)</u>			
	<u>FY 1996</u>		<u>FY 1997</u>	
	BA	Outlays	BA	Outlays
Preventive Health and Health Services Block Grant	\$148.9	\$138.4	\$143.7	\$143.6
Program Operations	5.4	5.1	5.2	5.2
Crime Bill	35.0	12.7	33.8	27.3
<b>Total</b>	<b>\$189.3</b>	<b>\$156.2</b>	<b>\$182.7</b>	<b>\$176.1</b>

This grant provides States with funds for prevention.

The goals of the grant are twofold:

- 1) To reduce preventable morbidity and mortality and improve quality of life.
- 2) To provide services to victims of sex offenses and for the prevention of sex offenses.

Funds are awarded to states on the basis of population.

## II. The Performance Partnership Grant Concept

The Department of Health and Human Services (HHS) and the States have crucial roles to play in promoting and protecting the health of U.S. residents, improving the Nation's health status, and ensuring that Federal resources appropriated for such purposes are yielding desired returns on the public's investment.

To this end, under the new General Preventive Health Performance Partnership Grant (PPG), HHS will undergo a process of awarding grant funds to States based on open and equitable negotiation between the Secretary of HHS and each State towards reaching a performance partnership agreement to achieve specific health status improvements in the area of preventive health and health services. This PPG will replace the current Preventive Health and Health Services Block Grant and 32 separate categorical preventive health authorities now administered by the Centers for Disease Control and Prevention.

The Secretary of HHS will work in close consultation with the States (and other appropriate entities, such as local governments, Indian tribes, and providers and recipients of preventive health services), to develop a list of specific performance partnership objectives to carry out the goals of this grant program over a multi-year period. Examples of possible performance partnership objectives for this PPG are identified below under the discussion of prototype or illustrative objectives.

In addition to identifying a list of partnership objectives, the Secretary will consult with the States and others to designate a "core" set of objectives to address problems of national significance. The total number of core objectives for each PPG will be limited and will not exceed a total of 5 for each PPG. The "core" objectives for this PPG must address a disease prevention and control of problems of national significance, and each State will report data on these objectives.

The new intergovernmental partnership and the manner in which objectives are specified are intended to reduce burden and increase flexibility to the States. However, enabling greater accountability at all levels for results that are understandable to and deemed important by policymakers and the general public will require performance to be measurable and outcome-based. In the case of public health, the best performance measures and public health outcomes are those related to health status improvements. Ongoing monitoring and measurement of performance and outcomes of population-based programs and services and the collection of specified data will also be required.

Selection of performance partnership objectives will be guided by the following:

- objectives should utilize and build on Healthy People 2000 objectives
- objectives should relate to the goals of the program

- objectives need to be viewed as important and understandable to policy makers and the general public
- change and progress in achieving the objectives should be measurable and expected over the period of the grant
- objectives should be results-oriented, and should be expected to affect health status and achieve a health outcome; if an objective includes process and capacity measures, it should be demonstrably linked to the achievement of a health outcome.
- State actions taken under the partnership agreement should be expected to have an impact on the objectives.
- objectives must specify what is being measured, to whom, by when, and to what degree. Each objective will include 1) a measurable indicator of performance; 2) the specific population being addressed; 3) a quantifiable performance target; and 4) a date by which the target level is to be achieved.
- data to track objectives should, to the extent possible, be comparable for all grant recipients, meet reasonable statistical standards for quality, and be available in a timely fashion at appropriate intervals and at reasonable cost.

The process of awarding grant funds begins when a State proposes a performance partnership. The proposal will contain a list of one or more objectives towards which the State proposes to work. Each State develops its objectives based on an assessment of its unique health problems, needs, and priorities and on its knowledge of what works in the State and its localities.

With respect to each objective, the State will specify:

- a. a performance target for the multi-year timeframe of the partnership;
- b. a rationale for the State's selection of its objectives, performance targets, and timeframes;
- c. a statement of the State's strategies for achieving the targets over the course of the timeframes;
- d. an estimate of the amount to be expended to carry out each strategy; and
- e. an assurance that the State will report on all core performance partnership objectives and those objectives to be addressed by the State.

States and HHS would negotiate specific performance objectives, including performance targets and timeframes, and reach agreement. The negotiation between the Secretary and the State is based upon an assessment of the extent to which the State's proposed objectives, performance targets, timeframes, and strategies are likely to address the most significant health problems within the State, including those problems of vulnerable populations and groups where there are disparities with the general population. Following consultation, the Secretary will publish the agreed upon performance partnership objectives.

A State is not limited to selecting objectives from the list established by the Secretary through the consultative process. A State may select an alternative objective if it demonstrates to the Secretary that 1) the objective relates to a significant health problem in the State

that would not otherwise be addressed appropriately, and 2) that a suitable performance indicator exists for the objective. A State may at any time ask to renegotiate elements of the partnership in light of new information or changed circumstances.

The term of the partnership will be determined in the negotiation process but should fall between three and five years (intended to be consistent with the duration of the grant). If the time period is less than 3 years, the State must demonstrate what circumstances are appropriate for the shorter time frame. When the negotiations have resulted in agreement on the partnership, the State is entitled to funds under the grant.

Progress would be measured and monitored, with continuation of national reporting on core objectives. In order to assure program accountability, the Secretary will assess annually the progress achieved by each State towards their selected objectives. The Secretary's assessments will be made publicly available

### **III. Illustrative Performance Measures**

The goals of the grant are twofold:

- 1) To reduce preventable morbidity and mortality and improve quality of life.
- 2) To provide services to victims of sex offenses and for the prevention of sex offenses.

The objectives that follow are examples that could be used. These examples draw substantially on Healthy People 2000 objectives but may not be identical to them for several reasons. For example, many Healthy People 2000 objectives address long-term health status whereas PPG objectives need to be measurable during the three to five year timeframe of the grant.

Targets and target years are not specified in these examples because they will vary by State and duration of the grant.

#### **A. Examples of Program Objectives:**

1. Reduce coronary heart disease deaths to no more than 100 per 100,000 people.
2. Reverse the rise in cancer deaths to achieve a rate of no more than 130 per 100,000 people.

3. Slow the rise in lung cancer deaths to achieve a rate of no more than 42 per 100,000 people.
4. Reduce deaths caused by alcohol-related motor vehicle crashes to no more than 5.5 per 100,000 people.
5. Reduce pregnancies among females aged 15-17 to no more than 50 per 1,000 adolescents.
6. Reduce suicides to no more than 10.5 per 100,000 people.
7. Reduce homicides to no more than 7.2 per 100,000 people.
8. Increase years of healthy life to at least 65 years.
9. Reduce deaths caused by motor vehicle crashes to no more than 1.5 per 100 million vehicle miles traveled and 14.2 per 100,000 people.
10. Reduce deaths from work-related injuries to no more than 4 per 100,000 full-time workers.
11. Increase to at least 85% the proportion of people who live in counties that have not exceeded any EPA standard for air quality in the previous 12 months.
12. Reduce outbreaks of infections due to Salmonella enteritidis to fewer than 25 outbreaks yearly.
13. Reduce dental cavities so that the proportion of children with one or more cavities is no more than 35 percent among children aged 6 through 8 and no more than 60 percent among adolescents aged 15.
14. Reduce the infant mortality rate to no more than 7 per 1,000 live births.
15. Reduce coronary heart disease deaths to no more than 100 per 100,000 people.
16. Reduce breast cancer deaths to no more than 20.6 per 100,000 women.
17. Reduce diabetes related deaths to no more than 34/100,000 people.

18. Confine annual incidence of diagnosed AIDS cases to no more than 98,000 cases.
19. Reduce primary and secondary syphilis to an incidence of no more than 10 cases/100,000 people.
20. Reduce indigenous cases of measles to 0.
21. Reduce rape and attempted rape of women aged 12 and older to no more than 108 per 100,000 women

#### **IV. Performance Measures**

##### **Measures Currently Used or Available**

##### **Output measures:**

- o Number of grants awarded
- o Number of states and territories participating in a national data system to monitor the Healthy People 2000 Objectives

#### **V. Program Performance Information**

##### **A. Studies, Reports, Financial Data (budget and accounting) and other Information Concerning Program Performance.**

Report to Congress: Preventive Health and Health Services Block Grant, transmitted in 1990. This report describes the activities of states that received funds through the PHHSBG through the year 1989. It should be noted that the program has since been reauthorized, and that this is not a good source for current state activities.

##### **B. Key Findings regarding Program Performance**

In the most recent reauthorization, language was added to the PHHS Block Grant to allow CDC, after consulting with the grantees, to determine uniform data to be reported annually for each use of the funds. Along with the uniform annual reporting, Congress also added specific requirements for the annual application.

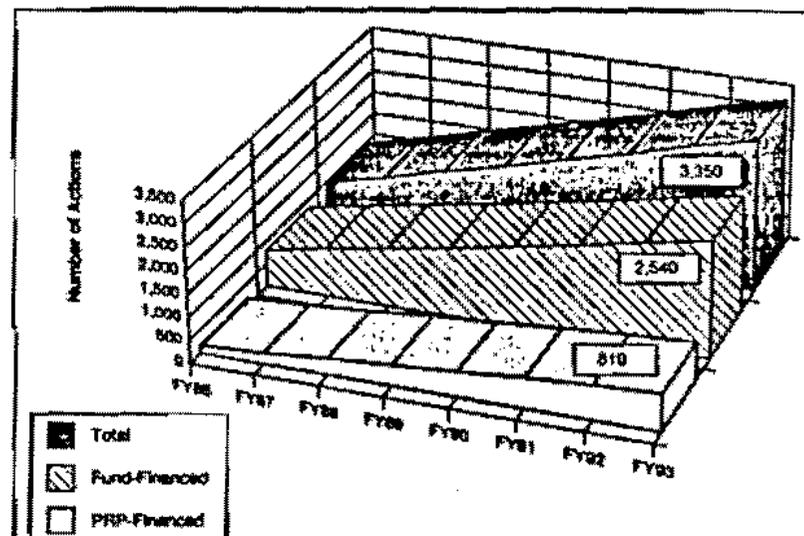
**C. Planned Activities to Improve Program Performance Information.**

A uniform reporting system is being instituted whereby states can report on the health objectives. It is anticipated that data will be reported by the states in 1996.

# Superfund Removal Action Starts and Completions

- Removal actions are early actions that quickly reduce the greatest risk to human health. Many consider removals to be the most cost-effective component of the Superfund program.

Cumulative Removal Action Starts



Cumulative Removal Action Completions

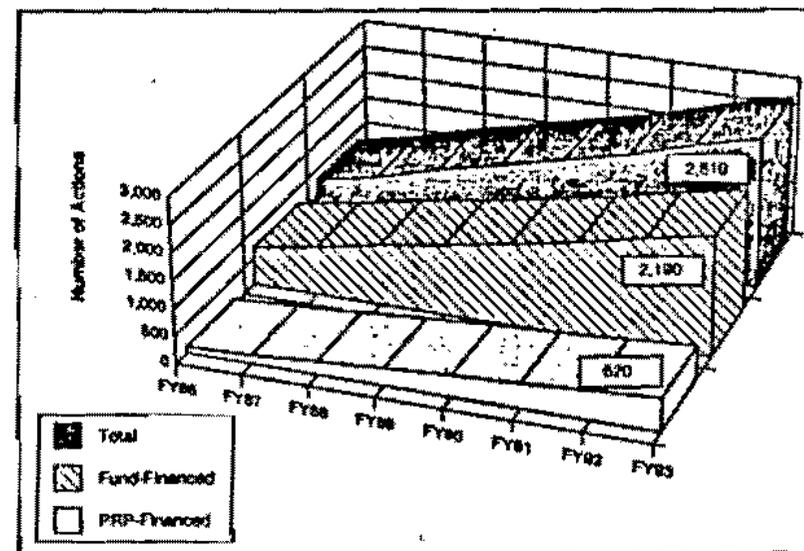
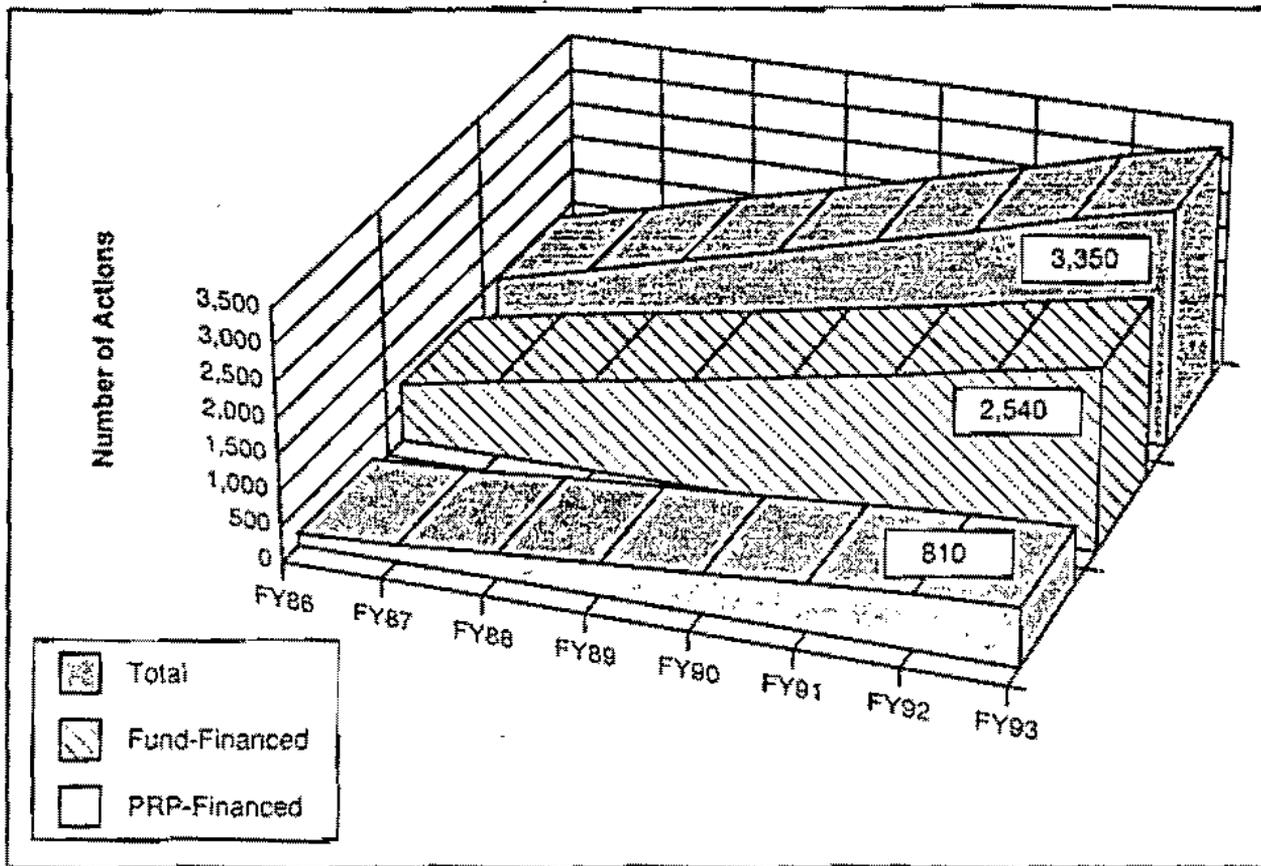


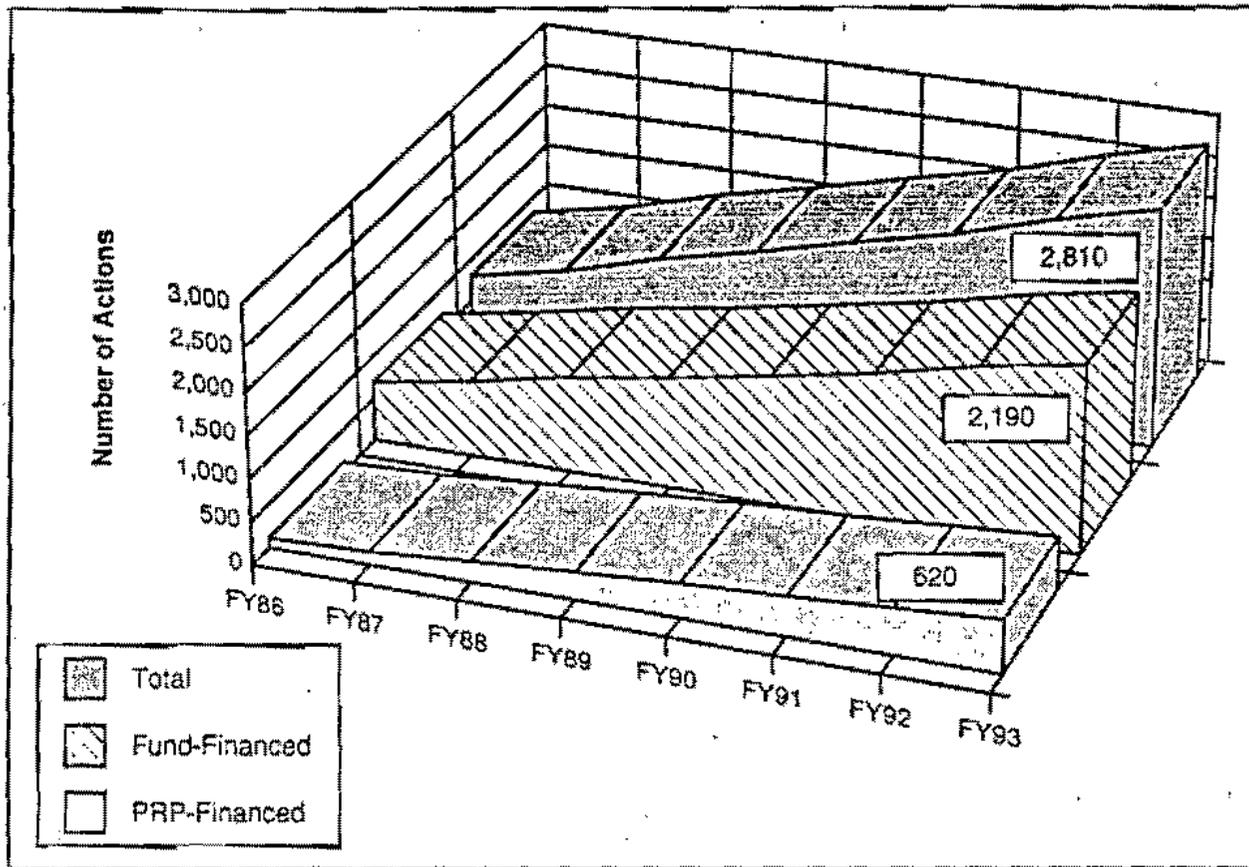
Exhibit 3.2-1  
Cumulative Removal Action Starts



Source: CERCLIS.

51-037-208

Exhibit 3.2-2  
Cumulative Removal Action Completions

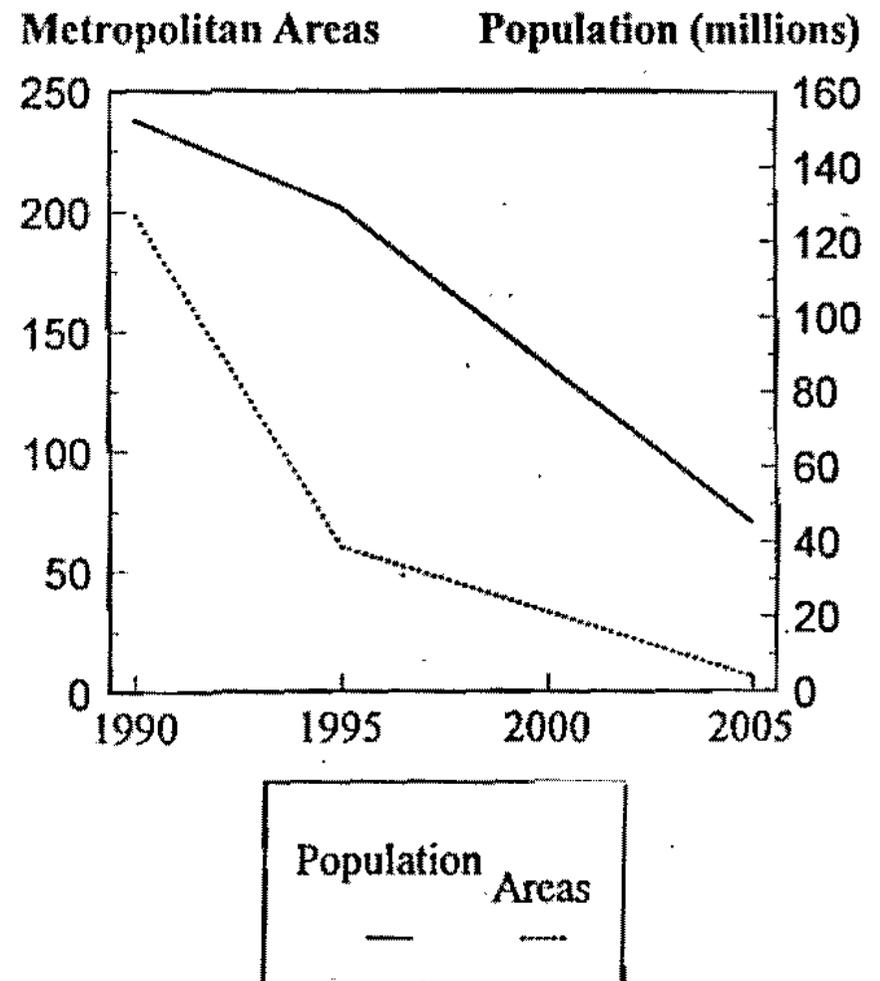


Source: CERCLIS.

51-037-23

# Metropolitan Areas Not Meeting Air Quality Standards

- By 2005, the number of metropolitan areas not meeting air quality standards will be reduced to 6 (from 60 areas in 1995).
- This corresponds to a reduction from 120 million people living in non-attainment areas in 1995, to 45 million people in 2005.

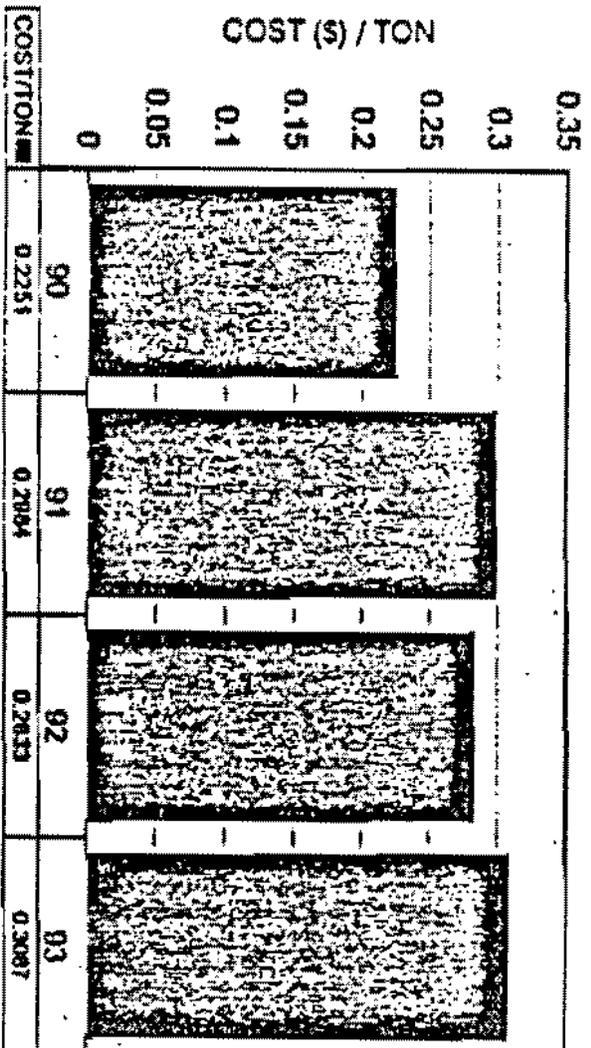
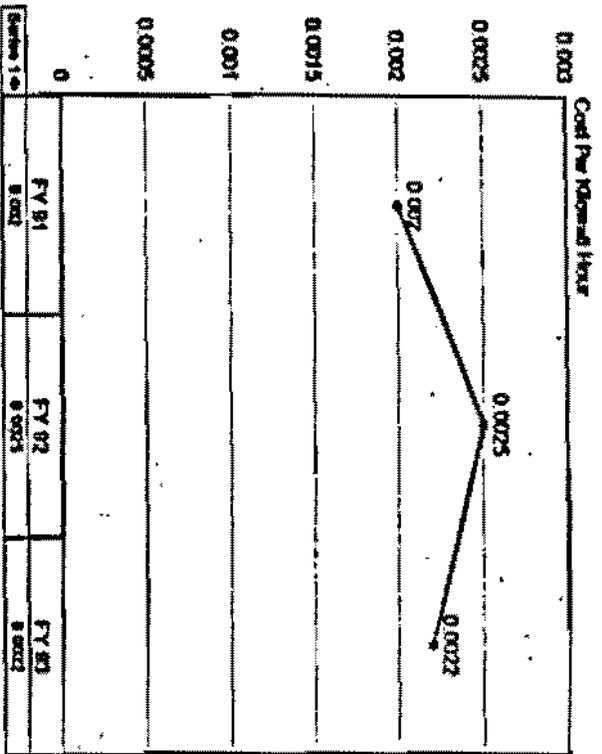


# Hydroelectric Power

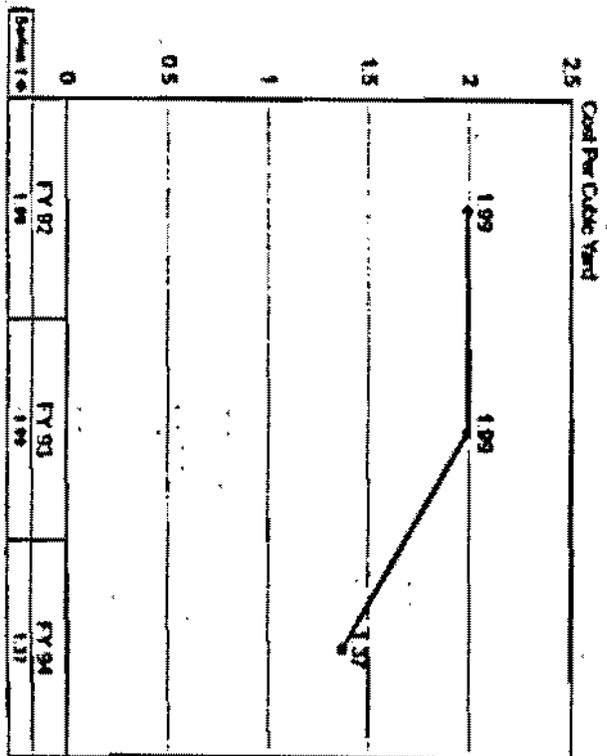
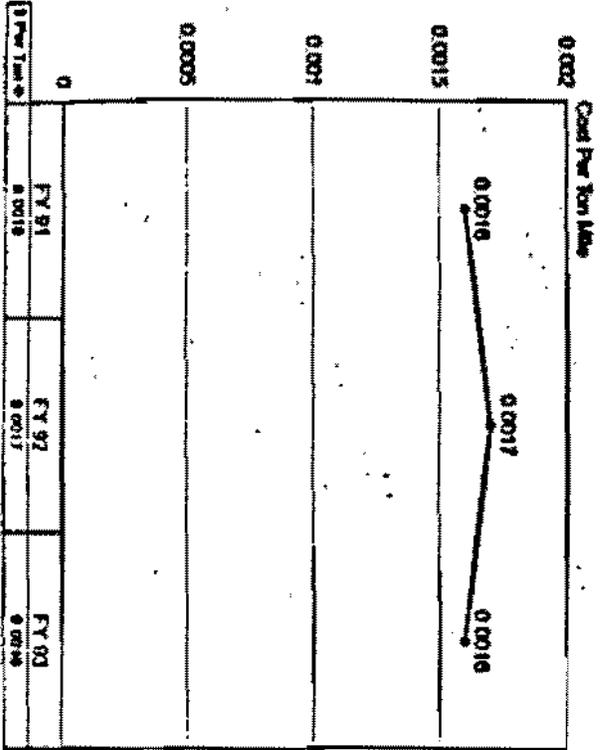
# Operations & Maintenance

# Ports

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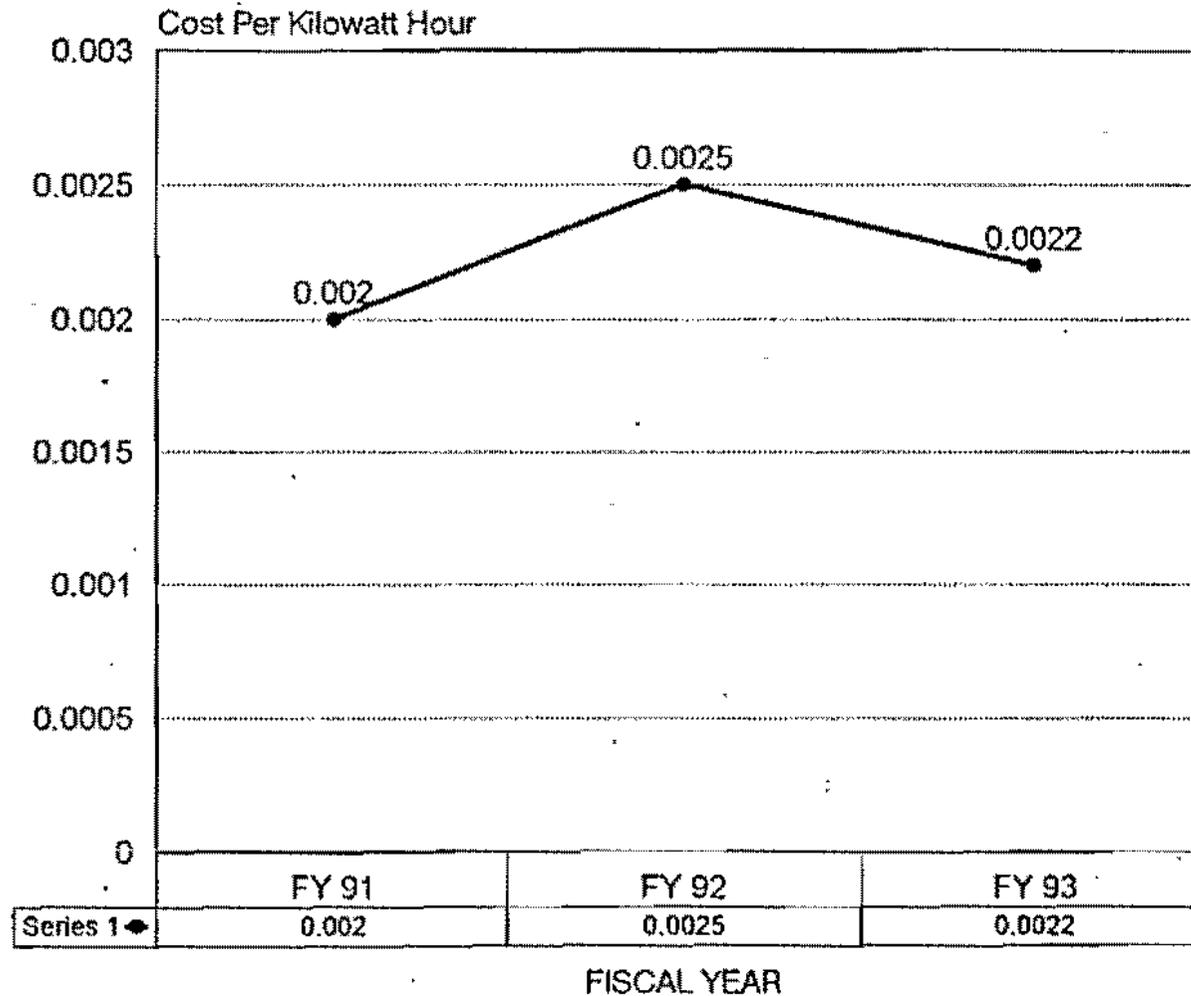


# Inland Waterways

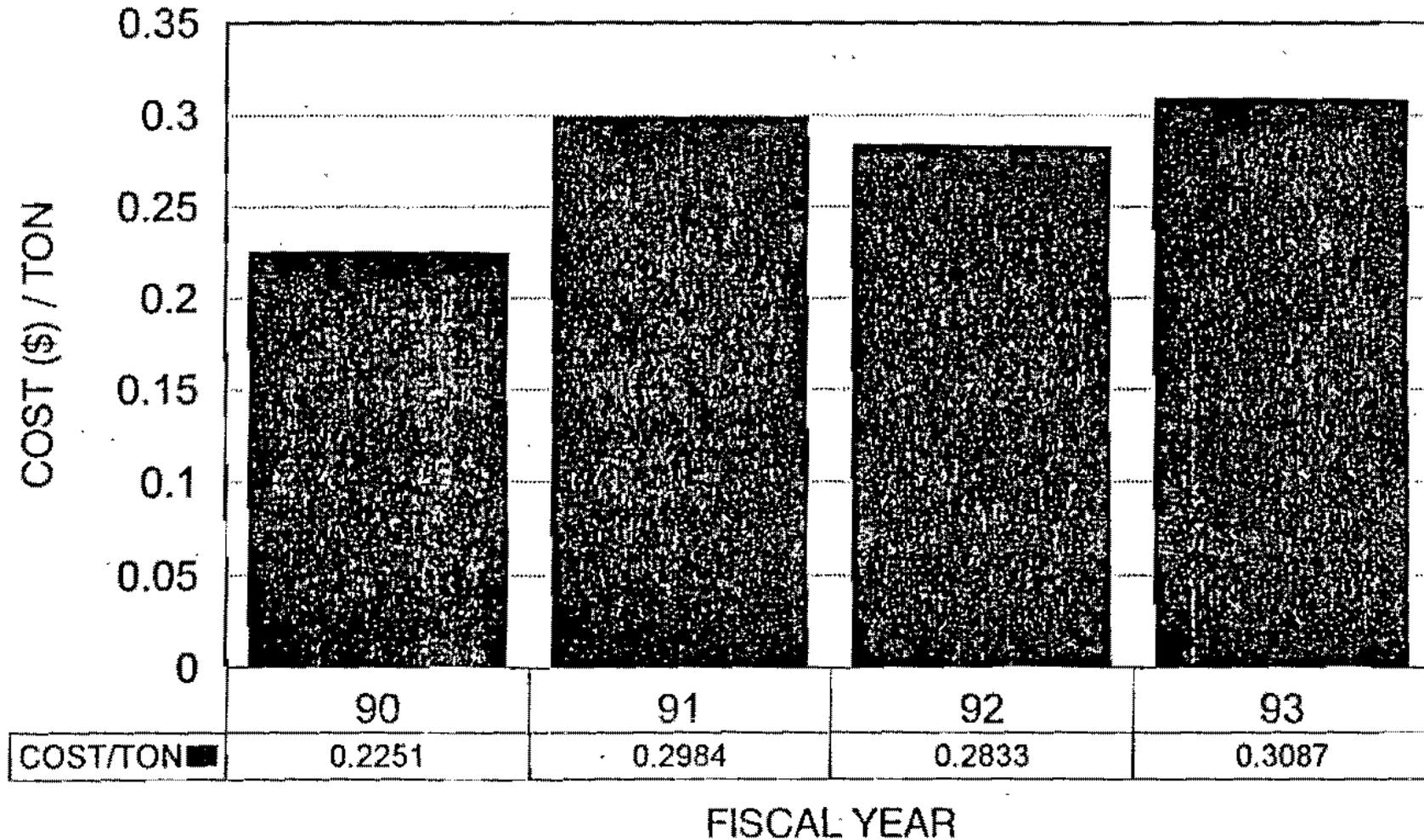


# DEPARTMENT OF THE ARMY CORPS OF ENGINEERS - CIVIL WORKS

## Operations & Maintenance, General - Hydroelectric Power

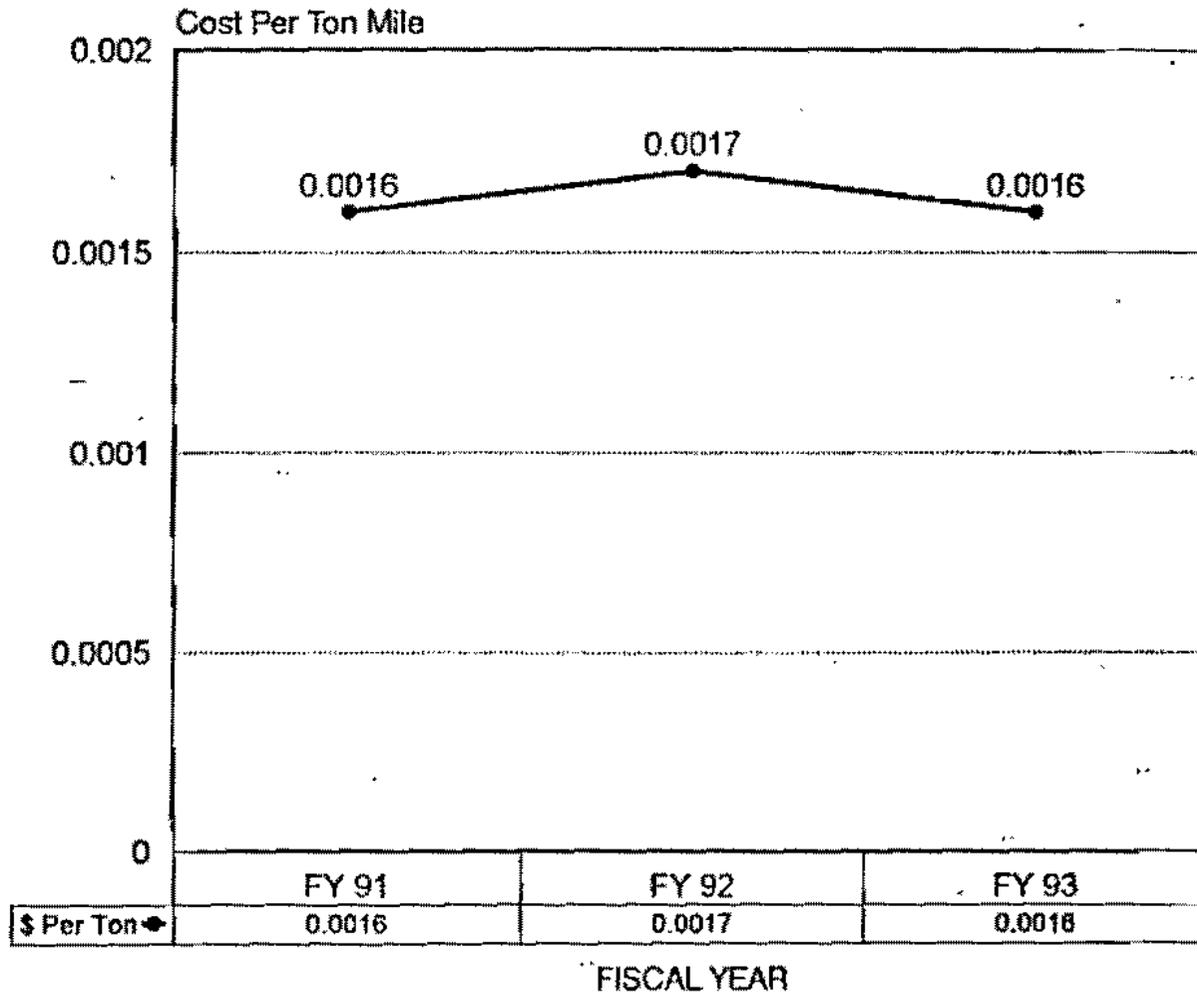


DEPARTMENT OF THE ARMY  
CORPS OF ENGINEERS - CIVIL WORKS  
Operations & Maintenance, General - Ports



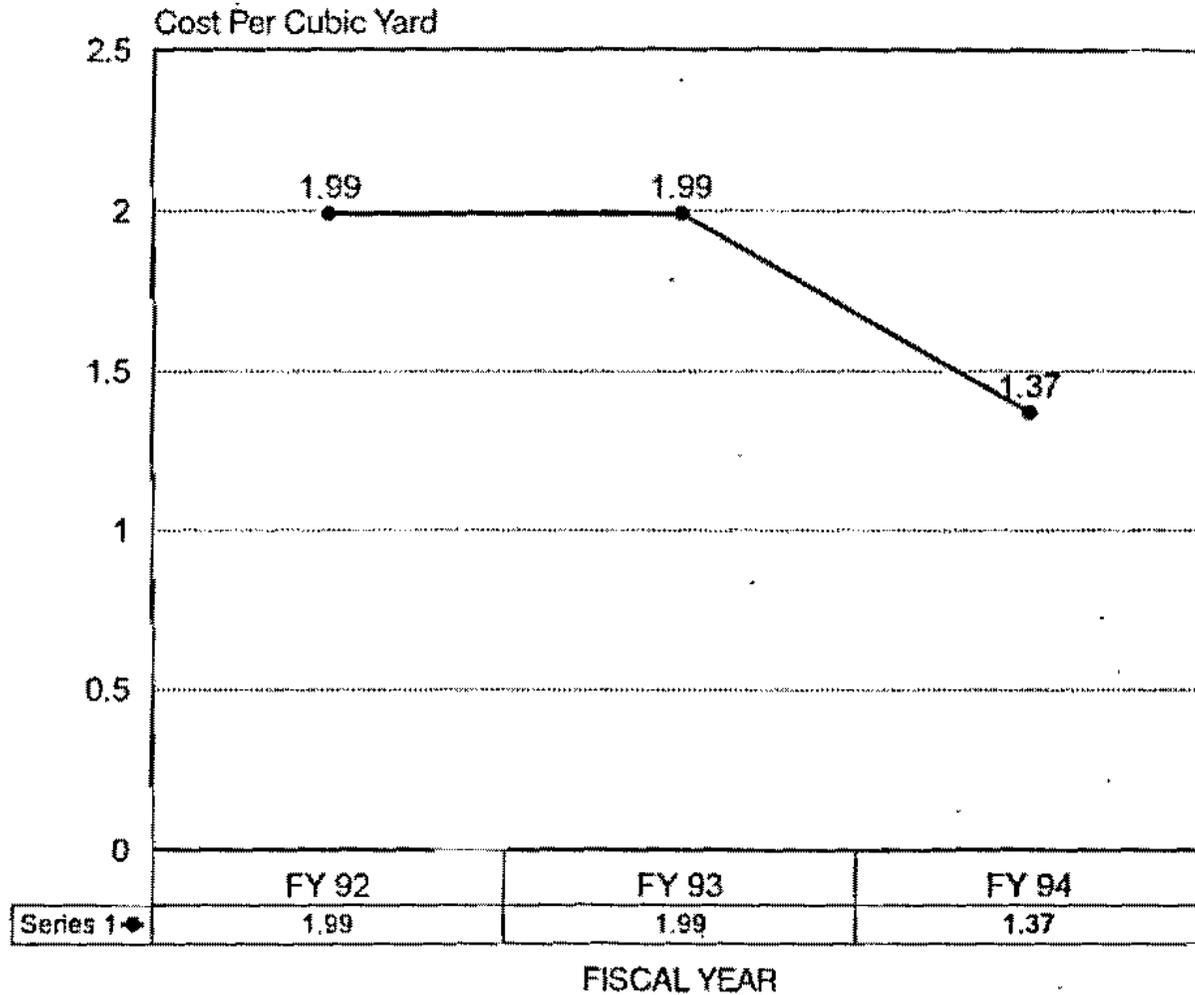
# DEPARTMENT OF THE ARMY CORPS OF ENGINEERS - CIVIL WORKS

## Operations & Maintenance, General - Inland Waterways



# DEPARTMENT OF THE ARMY CORPS OF ENGINEERS - CIVIL WORKS

## Operations & Maintenance, General - Dredging



Recent legislation placing restrictions on disability benefit payments to individuals disabled by drug addiction and alcoholism has created new workload challenges for SSA. Other legislative proposals pending in Congress, for example, changes in the way disability decisions are made for children, may impact on the disability program.

## 2. Current Disability Claims and Appeals Performance Measures

SSA has a myriad of management, programmatic, and fiscal performance data available to assess disability program progress. Primary disability claims and appeals performance measures in use at the Agency today include:

Measure	Expected Results	
	1995	1996
A. Initial DDS claims processing time	74 days	62 days
B. Hearings processing time	304 days	262 days
C. Initial DDS claims received	2,665,900	2,716,900
D. Total DDS cases received	3,786,900	4,036,400
E. Initial DDS claims processed	2,819,400	2,811,700
F. Total DDS cases processed	3,940,400	4,131,200
G. Initial DDS claims pending	398,900	304,100

H.	Total DDS cases pending	575,700	480,900
I.	Hearings requests received	596,500	609,300
J.	Hearings requests processed	608,000	670,000
K.	Hearings requests pending	474,000	414,000
L.	Percent of initial DI claims processed within 6 months after onset or 60 days of effective filing date, whichever is later	49%	55%
M.	Percent of initial SSI disability claims paid or denied within 60 days of the filing date	25%	30%
N.	Percent of accurate initial disability determinations by DDSs	97%	97%
O.	Percent of hearings decisions made and notices sent within 120 days after filing date.	14%	12%

### 3. Disability Claims and Appeals Performance Measures In the FY 1997 Budget

The list of measures discussed previously includes both inputs and outputs (e.g., claims processed), and outcomes. SSA's budget is based primarily on workload-based outputs, since they can be used to relate resource inputs to outputs, and to relate component workloads to those at the Agency level. SSA

Attachment A  
NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION  
Program performance assessment for key programs

1. Key program(s) selected:

Advance Short-Term Warning and Forecast Services

2. Describe briefly any issues or concerns that are germane to asking affected agencies to submit performance information in September for affected programs.

This program was selected because the performance measures associated with this program have been recognized within the Federal government as exceptional. Furthermore the program's performance measures support the program's objectives as outlined in NOAA's Strategic Plan. Because careful attention is paid to meeting these performance measures, the Advance Short-Term program is making noticeable progress toward achieving its vision for 2005. That vision is to provide significantly improved short-term warning and forecast products and service that enhance public safety and economic productivity of the Nation. Although NOAA is making modest advances in improving its short-term monitoring and prediction of the environment, progress in developing and implementing new environmental observing and forecasting technologies has been slowed during the past 15 years due to reductions in research and development funding. Increased R&D is needed to have a positive effect on operational service improvements well into the future. NOAA will build upon and expand the observation systems being deployed as part of the NWS modernization and other programs, such as the Climate and Global Change Program, and provide the research and development crucially needed to improve NOAA's understanding and short-term modeling of all environmental phenomena.

These R&D activities will be a coordinated effort with other Federal agencies, the universities, and private sector users of weather information. The needed coordination will be provided by the U.S. Weather Research Program, under the auspices of the NSTC/CENR. The result will be a prediction and warning system for the early 21st century that has been built upon a cost-effective and balanced mix of environmental observations, understanding, and modeling. NOAA will achieve these goals through the U.S. Weather Research Program, Water Resources Forecasting System, and development of the Coastal Forecasting System.

Attachment B

RELATIONSHIP OF KEY PERFORMANCE OBJECTIVES AND BUDGETS  
DEPARTMENT OF COMMERCE  
Advance Short-Term Warning and Forecast Services

1. Program and Policy Objectives:

Outline the major long-term objectives for the program.

The major long-term objectives for the Advance Short-term Warning and Forecast Services program are:

- A. Complete the modernization and restructuring of the National Weather Service (NWS) to ensure the continuation of effective services.
- B. Maintain continuous operational satellite coverage critical for warnings and forecasts.
- C. Strengthen observing and prediction systems through scientific, technological and programmatic advances, and international cooperation.
- D. Improve service communication and utilization to the public, emergency managers, water resource and ecosystem management agencies, the media and private forecast planners through effective communication and utilization of NOAA's products.

- 2.&3. Performance measures on which information is now available to assess progress in achieving the objectives and performance measures that will be used in the FY 97 budget process to assess progress in achieving the objectives.

Measures of Performance

	1994 Actual	1995 Estimate	1996 Estimate	1997 Estimate
<b>Flash Flood Warnings</b>				
Lead Time (minutes).....	17	25	28	29
Accuracy (percent).....	58	70	78	82
No lead Time (percent).....	64	45	37	33
<b>Severe Thunderstorm Warnings</b>				
Lead Time (minutes).....	15	15	18	19
Accuracy (percent).....	73	75	80	83
<b>Tornado Warnings</b>				
Lead Time (minutes).....	08	09	10	11
Accuracy (percent).....	53	60	67	72
<b>Temperature</b>				
Correct Forecast (percent).....	82	84	85	85
Accuracy of Forecasting Onset of Freezing temps.....	68	72	74	75
<b>Precipitation Forecasts</b>				
Lead time for 1" precipitation Forecast with Same Accuracy as a 1-day Forecast in 1971 (days in advance).....	2.2	2.3	2.3	2.3

\* Performance measures are a result of improvements in long-term objectives.



# National Weather Service

## Measures of Performance

	1992	1993	1994	1995	1996	1997	1998	1999	2000	
	Actual	Actual	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	
<b>Flash Flood Warnings</b>										
Lead Time (minutes)	16	15	17	25	23	29	30	32	33	
Accuracy (percent)	56	55	58	70	78	82	85	87	88	
No Lead Time (percent)	69	70	64	45	37	33	30	28	26	
<b>Severe Thunderstorm Warnings</b>										
Lead Time (minutes)	13	13	15	15	18	18	20	20	20	
Accuracy (percent)	57	70	73	75	80	83	86	87	88	
<b>Tornado Warnings</b>										
Lead Time (minutes)	6	7	8	9	10	11	12	12	12	
Accuracy (percent)	44	47	53	60	67	71	78	77	78	
<b>Temperature</b>										
Correct Forecast (percent)	82	82	82	84	85	85	87	87	87	
<b>Accuracy of Forecasting Onset of Freezing Temps</b>										
	65	65	68	72	74	75	78	78	80	
<b>Precipitation Forecasts</b>										
Lead time for 1. Precipitation Forecast with Same Accuracy as a 1-day Forecast in 1971 (day in advance)										
	1.8	1.8	2.2	2.3	2.3	2.3	2.3	2.3	2.4	
<b>Severe Coastal Event Warnings</b>										
<b>Hurricanes</b>										
Accuracy of Landfall (km) w/24 hr Lead Time	185	185	185(4)	175	165	145	135	135	130	

Because there were no landfalling hurricanes in 1994, this performance measure could not be tracked. However, implementation of a new, high resolution hurricane model from GFDL is likely to produce a significant reduction in operational track forecast error and should improve landfall accuracy.

## Attachment B

KEY PERFORMANCE MEASURES FOR HOUSING PROGRAMS  
OMB STAFF RECOMMENDATIONS

**Program:** Public and Indian Housing Capital Fund and Public and Indian Housing Operating Fund (combined performance measures)

1. **Mission:** Ensure that the public housing stock remains a decent, safe, and accessible source of affordable housing for low-income families.
2. **Summary of current program resources** (millions of dollars)

Capital Fund:

FY 1996		FY 1997	
BA	OUTLAYS	BA	OUTLAYS
4,884	12,699	4,515	503

Operating Fund:

FY 1996		FY 1997	
BA	OUTLAYS	BA	OUTLAYS
3,220	1,223	2,903	2,896

3. Performance measures to be used in the FY 1997 budget process

Measures in disagreement between HUD and OMB designated by EXTRA THICK borders.

OBJECTIVES	MEASURE	TYPE	BENCHMARKS	COMMENTS
Provide decent, safe and affordable housing.	Number of public and Native American housing units meeting basic housing quality standards.	Outcome	Increase number of Public and Native American housing units meeting basic quality standards by x units over prior year amount, either through construction, modernization, or acquisition.	
	Number of obsolete/non-viable public and Native American housing units demolished.	Output	Demolish x units of obsolete/non-viable public and Native American housing in current year.	Need to define obsolete/non-viable units. Is this same as "severely distressed" units?
	Percentage of residents of demolished public and Native American housing units relocated into existing and newly constructed housing.	Outcome	Provide replacement units for 100 percent of tenants of demolished units during the year.	
	Percentage of public and Native American housing tenants reporting crime problems in and around housing.	Outcome	Reduce percentage of public housing residents reporting crime problems in current year by x percent from prior year.	American Housing Survey measures residents reporting on this factor. Need to determine availability and quality of this information. Also need to determine other sources of actual crime data in public housing neighborhoods.

OBJECTIVES	MEASURE	TYPE	BENCHMARKS	COMMENTS
(cont'd)	Percentage of public and Native American housing residents with low opinion of housing structure.	Outcome	Reduce percentage of public housing residents reporting low opinion of structure in current year by x percent over prior year.	American Housing Survey measures residents reporting on this factor. Need to determine availability and quality of this information.
	Percentage of public housing and Native American residents with low opinion of neighborhood.	Outcome	Reduce percentage of public housing residents reporting low opinion of neighborhood in current year by x percent over prior year.	American Housing Survey measures residents reporting on this factor. Need to determine availability and quality of this information.
Improve quality of severely distressed public housing units.	Number of severely distressed public and Native American housing units.	Outcome	Decrease number of severely distressed units as a percentage of total public housing stock by x percent from prior year to current year.	Department should track data on # of new severely distressed units and # of severely distressed units decreased through modernization, demolition, or disposition.
	Average length of time it takes to bring severely distressed public and Native American units up to housing quality standards.	Output	Reduce average length of time by x months in current year compared to prior year.	Need to determine if HUD currently has information on average length of time it takes to bring a severely distressed unit up to HQS.

OBJECTIVES	MEASURE	TYPE	BENCHMARKS	COMMENTS
Promote self-sufficiency and economic opportunities.	Average percent change in median family income for public and Native American housing residents during residence in housing.	Outcome	Increase average percent increase in median family income during residence in housing by x percent by FY 199x.	Goal is to raise income/earnings after admission; not to simply admit higher-income persons.
Improve performance of troubled public housing agencies.	Percentage of public and Native American housing units managed by troubled public housing agencies.	Output	Decrease percentage of public and Native American housing units managed by troubled performers in current year by x percent relative to prior year.	Percent of units managed by troubled PHAs would be measured by PHMAP and ACA scores. Goal is to reduce percentage.
	Average number of months it takes a troubled public and Native American authority to reach a passing PHMAP or ACA score.	Output	Reduce average length of time by x months in FY 199x relative to FY 199x.	
Increase Native American homeownership.	Number of Native American housing homeownership units made available through Native American loan guarantees.	Outcome	Increase number of homeownership units made available through guarantees by x units in current year, relative to prior year.	Difficult to measure whether private sector would have made loans without the guarantee (i.e., true impact of the program).
Convert public housing to a market-based rent structure.	Percentage of public housing units with market-based rents.	Output	Increase percentage of public and Native American housing units with market-based rents to x percent by FY 199x.	Need to define "market-based rents". Assume this means that tenants have option of taking voucher to privately-owned unit.

OBJECTIVES	MEASURE	TYPE	BENCHMARKS	COMMENTS
Improve management of public and Native American housing authorities.	PHMAP and ACA scores related to management.	Output	Improve average PHMAP scores related to management by x percent in current year relative to prior year.	Need to define which PHMAP items should be included for management measures.
	Average vacancy rates and average length of vacancy in public and Native American housing.	Outcome	Decrease percentage of vacant housing units by x percent between prior and current year; decrease average length of vacancy by x percent from prior to current year.	

## STRATEGIC ASSISTANCE AREA I

**ECONOMIC RESTRUCTURING:** Foster the emergence of a competitive, market-oriented economy in which the majority of economic resources are privately owned and managed

Program Objective 1.1: Transfer state-owned assets to the private sector		
IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
Decreasing percent of national business assets/securities in state-ownership	<p>Majority ownership in industrial enterprises privatized by 12/94.</p> <p>After receiving restructuring assistance from USAID, 5 companies increased profitability.</p> <p>Due to "roll-out" efforts, 50 managers from other companies apply training gained in roll-out.</p>	<p>110-0005.1: Private Sector Initiatives; Privatization</p> <p>110-0005.1: Private Sector Initiatives; Privatization</p> <p>110-005.1 Private Initiatives: Privatization 110-0012.1 NIS Exchanges &amp; Training (AED)</p>
Increased percent of housing privately owned in specific localities	<p>Condominium associations formed in 20 cities by 12/95 and in 100 cities by 12/97.</p> <p>25% of privatized housing in each of these cities organized in condominium associations by 12/98.</p> <p>Percentage of Moscow privatized housing stock in some form of condominium management increased from zero in 12/93 and to 20% by the 12/97; and in Novosibirsk and Ekaterinburg from zero in 12/93 to 15% by 12/97.</p>	<p>110-0008.1: Housing Sector Reform; Market-Based Housing Sector</p> <p>110-0008.1: Housing Sector Reform; Market-Based Housing Sector</p> <p>110-0008.1: Housing Sector Reform; Market-Based Housing Sector 110-0012.1 NIS Exchanges &amp; Training (AED)</p>

Program Objective 1.2: Establish a policy, legal, and regulatory framework conducive to broad-based competition and private sector growth

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>Establishment of policy, enactment of legislation, and development of regulatory procedures necessary to break-up monopolies, establish markets, expand the private sector and strengthen competitiveness in key economic sectors</p>	<p>Non-profit institute for economic analysis of law created.</p> <p>Development of official code for Russian law.</p> <p>Awareness among business, academic, private sector groups of norms of commercial law increased.</p> <p>Legislation clearly establishing private property rights, including fee-simple ownership of land/structures for housing and commercial users enacted by 12/96.</p> <p>Law on condominiums enacted by 12/95.</p> <p>Laws enabling housing finance legislation, including a law on mortgages, enacted by 12/97.</p> <p>Policy or law enacted at the national level mandating real increases in tenant payments for maintenance and communal services by 12/95.</p>	<p>110-0005.6: Private Sector Initiatives; Policy, Legal and Regulatory Reform</p> <p>110-0005.6: Private Sector Initiatives; Policy, Legal and Regulatory Reform</p> <p>110-0005.6: Private Sector Initiatives; Policy, Legal and Regulatory Reform 110-0012.1 NIS Exchanges &amp; Training (AED)</p> <p>110-0008.1: Housing Sector Reform; Market-Based Housing Sector</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>Establishment of policy, enactment of legislation, and development of regulatory procedures necessary to break-up monopolies, establish markets, expand the private sector and strengthen competitiveness in key economic sectors</p>	<p>Model procedures and bid packages for oil/gas exploration developed by 6/96.</p> <p>Policies governing electric power privatization activities approved by the Executive branch by 6/95.</p> <p>An independent electric power regulatory body officially registered by 6/96 and fully functioning by 1/97.</p> <p>Electric power sector restructuring plan approved by the Executive by 6/95.</p> <p>Legislation for the restructuring/ privatization of electricity generation, transmission and distribution prepared by 6/95, submitted to the legislature by 6/96, and enacted by 6/97.</p>	<p>110-0002.1: Energy Efficiency and Market Reform; Pricing and National Policy (Minerals Management Service)</p> <p>110-0002.1: Energy Efficiency and Market Reform; Pricing and National Policy (RCG; Hagler Bailly)</p> <p>110-0002.1: Energy Efficiency and Market Reform; Pricing and National Policy (RCG; Hagler Bailly)</p> <p>110-0002.1: Energy Efficiency and Market Reform; Pricing and National Policy (RCG; Hagler Bailly)</p> <p>110-0002.1: Energy Efficiency and Market Reform; Pricing and National Policy (RCG; Hagler Bailly)</p>
<p>Competitive pricing for efficient use of energy resources</p>	<p>An agreed schedule announced to increase electricity prices toward their long-run marginal cost (LRMC) by 12/95 so that prices are raised to the LRMC by 12/2000.</p> <p>4 cities adopt schedules to increase the cost of communal services (district heating, electricity, water) to market costs by 12/97.</p>	<p>110-0002.1: Energy Efficiency and Market Reform; Pricing and National Policy (RCG; Hagler Bailly)</p> <p>110-0012.1 NIS Exchanges &amp; Training (AED)</p> <p>110-0008.1 Market-Based Housing Sector</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
Development of contractual arrangements and pricing mechanisms for the reliable and efficient trading of energy among NIS, CEE, Western Europe and other markets	<p>Permanent regulatory structure (transparent, efficient and stable) for transport of oil by pipeline designed by 6/95 and fully functioning by 12/96.</p> <p>Revised tariff schedule for transport of oil through pipeline implemented by 6/96.</p>	<p>110-0002.1: Energy Efficiency and Market Reform; Pricing and National Policy (World Bank Coop. Agreement)</p> <p>110-0002.1: Energy Efficiency and Market Reform; Pricing and National Policy (World Bank Coop. Agreement)</p>
Program Objective 1.3: Stimulate development of private sector enterprises		
IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
Associations and other groups representing a wide range of businesses are advocating on behalf of private sector initiatives, needs, and future growth requirements	Private sector professional associations in various real estate disciplines established and self-sustaining.	110-0008.1 Housing Sector Reform; Market-Based Housing Sector (EERPF)
Increased number of private sector businesses (of all sizes) being licensed	150 new market-based agricultural enterprises will be established in pilot oblasts.	<p>110-0006.1: Market Oriented Farm Support</p> <p>110-0012.1 NIS Exchanges &amp; Training (AED)</p> <p>110-0012.1 NIS Exchanges &amp; Training (IREX)</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>Increasing number of private sector firms entering into a) local markets once dominated by SOEs and b) international export markets</p>	<p>50 viable, self-sustaining business support organizations (Business Support Centers, business associations, business information network, leasing organizations, incubator facilities, Working Center for Economic Reform) operating in at least 15 regions of Russia by 12/98.</p> <p>A viable, self-sustaining nationwide training and support network serving 50 regions of Russia operating by 9/98.</p> <p>100 new private maintenance and/or management firms established to provide building M&amp;M services by 12/95.</p>	<p>110-0005.7: Private Sector Initiatives; Small and New Business 110-0012.1 NIS Exchanges &amp; Training (AED) 110-0012.1 NIS Exchanges &amp; Training (IREX)</p> <p>110-0005.7: Private Sector Initiatives; Small and New Business 110-0012.1 NIS Exchanges &amp; Training (AED) 110-0012.1 NIS Exchanges &amp; Training (IREX)</p> <p>110-0008.1 Housing Sector Reform (Urban Institute; PADCO)</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>Increasing number of joint ventures involving foreign partners</p>	<p>Russian-American Enterprise Fund invests in small and medium Russian companies.</p> <p>Fund for Large Enterprises in Russia invests in medium and large enterprises.</p> <p>10 new joint ventures with linkages to the 11 AID-supported agribusiness partnerships established and expanded.</p>	<p>110-0011: Enterprise Funds</p> <p>110-0011: Enterprise Funds</p> <p>110-0006.3: Food Systems Restructuring; Agribusiness Partnership 110-0012.1 NIS Exchanges &amp; Training (AED)</p>
<p>Increased quality and/or reduced production costs at NIS firms that have received U.S.-funded training, technical assistance and/or U.S. technology/equipment</p>	<p>Large, formerly state-owned firms restructured from additional donor funding.</p> <p>Borrowing by 150 USAID-assisted agricultural enterprises for agricultural investment and working capital increased by \$15 million.</p>	<p>110-0006.1: Food Systems Restructuring; Storage Systems</p> <p>110-0006.1: Food Systems Restructuring; Storage Systems (MOPSA) 110-0012.1 NIS Exchanges &amp; Training (AED)</p>
<p>Increased volume of private sector land and housing sales</p>	<p>The first divestiture of non-agricultural land completed by 12/95.</p> <p>25 privatized enterprises divest land by 12/97.</p>	<p>110-0008.1: Housing Sector Reform; Market-Based Housing Sector 110-0012.1 NIS Exchanges &amp; Training (AED) 110-0012.1 NIS Exchanges &amp; Training (IREX)</p> <p>110-0008.1: Housing Sector Reform; Market-Based Housing Sector</p>

Program Objective 1.4: Promote fiscal reform		
IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
Government revenue generation systems shift to predictable, transparent and cost-effective tax administration systems	<p>"Excess wages tax" eliminated on foreign companies by 6/95, and on domestic companies by 12/96.</p> <p>Taxpayer identification number system for enterprises introduced by 12/95.</p> <p>Number of registered personal income tax filers increased from 400,000 in 12/94 to 1 million by 12/98.</p>	<p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p> <p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p> <p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p>
Local governments develop sustained alternative sources of revenue separate from central government and have control over their own budgets	A unified, transparent formula for revenue transfers to regions operating by 12/97.	<p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p> <p>110-0012.1 NIS Exchanges &amp; Training (AED)</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
Reduce budget deficits	<p>Combined fiscal revenue of federal/local taxes raised from 24% of GDP in 12/94 to 30% of GDP by 12/97.</p> <p>Fiscal deficit decreased from 10% of GDP in 12/94 (plus arrears) to 5% of GDP by 12/97 (no arrears).</p> <p>Amount of subsidized centralized credits provided to SOEs reduced by 50% from 12/93 to 12/95; and eliminated by 12/97.</p>	<p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p> <p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p> <p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p>
Reduce government budgetary transfers to state-owned enterprises	<p>Amount of subsidies for agriculture and coal sectors (plus indirect subsidies) reduced from 4.5% of GDP in 12/93 to 2% by 12/97.</p> <p>Public utilities allowed to fund most of their required investment through retained earnings.</p>	<p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p> <p>110-0009.1: Economic Restructuring and Financial Sector Reform; Fiscal Reform</p> <p>110-0012.1 NIS Exchanges &amp; Training (AED)</p>

Program Objective 1.5: Develop a competitive, efficient, private financial sector

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>The emergence of well-functioning, efficiently regulated, transparent and open capital markets</p>	<p>Secondary markets which are liquid and transparent fully operating in 5 regions by 6/96.</p> <p>A Russian Securities and Exchange Commission established through legislation by 12/95 and fully operating by 12/96.</p> <p>A new issues market, with at least 10 new issues put out by Russian brokerage firms, established by 6/96.</p>	<p>110-0005.3: Private Initiatives: Capital Markets</p> <p>110-0005.3: Private Initiatives: Capital Markets</p> <p>110-0012.1 NIS Exchanges &amp; Training (AED)</p> <p>110-0005.3: Private Initiatives: Capital Markets</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>Market-based credit for housing construction and purchase available at positive interest rates</p>	<p>Market rate mortgages and construction lending made accessible to the public through 15 Russian banks by 12/97.</p> <p>Mortgage lending training program becomes financially sustainable by 12/97.</p>	<p>110-0008.1: Housing Sector Reform; Market-Based Housing Sector (Urban Institute; TBD)</p> <p>110-0008.1: Housing Sector Reform; Market-Based Housing Sector (Urban Institute)</p>
<p>Increased number of licensed viable private commercial banks, and an effective system established to regulate private commercial banking</p>	<p>Average capital to asset ratio of commercial banks raised from 4% in 12/94 to 8% by 12/98.</p> <p>Licenses of banks determined to have an unacceptable capital/asset ratio (4% or below) revoked by 12/98.</p> <p>Reliable accounting data on critical commercial bank operations routinely collected and confirmed by the Central Bank.</p> <p>Foreign investment banks in Russia increased from 3 in 12/94 to 10 by 12/96.</p>	<p>110-0009.2: Economic Restructuring and Financial Sector Reform; Financial Sector Reform</p> <p>110-0009.2: Economic Restructuring and Financial Sector Reform; Financial Sector Reform</p> <p>110-0009.2: Economic Restructuring and Financial Sector Reform; Financial Sector Reform</p> <p>110-0012.1 NIS Exchanges &amp; Training (AED)</p> <p>110-0005.3: Private Sector Initiatives; Capital Markets</p>

Program Objective 1.6: Promote sustainable use of natural resources

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>Promulgation of energy standards, policies, and legislation that support (a) subsector restructuring, and (b) commercial market development of energy efficiency and related environmental technologies and services</p>	<p>Policies required to attract accelerated domestic and foreign investment in the electric power sector announced and implemented by 6/95.</p>	<p>110-0002.3 Energy Efficiency and Market Reform; Energy Subsector Restructuring (RCG; Hagler Bailly)</p>
<p>Commercially viable private sector capability developed to provide energy services, including production and distribution</p>	<p>Improvements in management of Russian coal mines, mining practices and technology, health and safety standards and labor-management violations by 6/97.</p> <p>Management and operation of 6 Russian companies (electric utility and gas distribution) improved and modernized by 6/96.</p> <p>Sidanco, a newly created vertically integrated oil company, is operated on sound commercial lines by 6/96.</p>	<p>110-0002.3:Energy Efficiency and Market Reform; Energy Subsector Restructuring (PIER)                      110-0012.1 NIS Exchanges &amp; Training (AED)                      110-0012.1 NIS Exchanges &amp; Training (IREX)</p> <p>110-0002.3:Energy Efficiency and Market Reform; Energy Subsector Restructuring (USEA)</p> <p>110-0002.3:Energy Efficiency and Market Reform; Energy Subsector Restructuring (World Bank Coop. Agreement)</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>Improved energy efficiency demonstrated by local firms at facilities directly assisted or influenced by USAID activities and replicated elsewhere</p>	<p>Industry plant energy efficiency improved 5-10% in 5 major industrial facilities by 6/96 and 10-15% in ten plants by 12/96.</p> <p>Commercial imports for replication of the 5 demonstration projects by 12/97.</p>	<p>110-0002.2: Energy Efficiency and Market Reform; District Heating and Energy Efficiency  110-0012.1 NIS Exchanges &amp; Training (AED)  110-0012.1 NIS Exchanges &amp; Training (IREX)</p> <p>110-0013.1 Commodity Import Program; District Heating and Energy Efficiency</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
Utility demand-side management programs in operation	Demand-side management program in 2 power distribution utilities initiated by 6/96.	110-0002.2: Energy Efficiency and Market Reforms; District Heating and Energy Efficiency
Private and public financing mobilized for specific investment projects in energy and environment	<p>Russian power companies attract \$500 million in new direct foreign and domestic private investment from 1/95 through 12/98.</p> <p>Oil and Gas Center to promote technology and commercial exchanges between U.S. and Russia established by 1/95.</p> <p>Oil/gas data to facilitate greater foreign investment organized by 1/96.</p> <p>Loan to mobilize lending by multilaterals to 2 gas distribution utilities prepared by 6/95.</p> <p>Projects prepared for 6 major power projects requiring \$2 billion in bilateral, multilateral or private sector financing prepared by 12/96.</p>	<p>110-0002.3 Energy Efficiency and Market Reform; Energy Subsector Restructuring (RCG; Hagler Bailly)</p> <p>110-0002.3 Energy Efficiency and Market Reform; Energy Subsector Restructuring (DOE PASA)</p> <p>110-0002.3 Energy Efficiency and Market Reform; Energy Subsector Restructuring (USGS)</p> <p>110-0002.3 Energy Efficiency and Market Reform; Energy Subsector Restructuring</p> <p>110-0002.3 Energy Efficiency and Market Reform; Energy Subsector Restructuring (Burns and Roe)</p>

IMPACT INDICATORS	TARGETS	FUNDING SOURCE AND IMPLEMENTERS
<p>Government institutions are strengthened in their capacity to carry-out environmental management responsibilities</p>	<p>700 Russian environmental professionals from federal and regional governments, NGOs and institutes use improved environmental management techniques.</p> <p>A coordinated geographic information system for the Russian Far East is developed and used by multiple institutions (academic government, NGO) for environmental decision-making by 9/97.</p> <p>20 environmental and natural resource institutions have access to a regional environmental database to be used in decision-making.</p>	<p>110-0003.1: Environmental Policy and Technology; Environmental Policy and Institution Building 110-0012.1 NIS Exchanges &amp; Training (AED)</p> <p>110-0003.1: Environmental Policy and Technology; Environmental Policy and Institution Building</p> <p>110-0003.1: Environmental Policy and Technology; Environmental Policy and Institution Building 110-0012.1 NIS Exchanges &amp; Training (AED) 110-0012.1 NIS Exchanges &amp; Training (IREX)</p>
<p>Market-based incentives for improved natural resources management and environmental quality are developed, tested and instituted</p>	<p>30 model, small-scale financially and environmentally sustainable natural resource-based enterprises created by 9/97.</p>	<p>110-0003.1: Environmental Policy and Technology; Environmental Policy and Institution Building 110-0012.1 NIS Exchanges &amp; Training (AED)</p>
<p>New policies, laws and regulations supporting the shift from command to free market economies address environmental quality concerns</p>	<p>20 legislative initiatives and environmental protection plans at the federal and/or regional levels developed, adopted and implemented by 9/97.</p>	<p>110-0003.1: Environmental Policy and Technology; Environmental Policy and Institution Building</p>

PROGRESS TOWARD MEASURING PERFORMANCE

Major Program/Example	1. Internal Management (e.g., Input/Output) Performance Measures	2. Intermediate Outcome Performance Measures	3. Ultimate Impact Performance Measures
<i>Department Housing and Urban Development</i> (e.g., <i>Housing Certificate Program, Homeless Assistance Fund</i> )	Local plans completed; other compliance with statutory requirements; number of households served	Housing units rehabilitated	Increase in families and communities achieving economic self-sufficiency
<i>Department of Transportation</i> (e.g., <i>MARAD, FAA, Highway Programs</i> )	Inspectors hired; grants & loans awarded; number of vehicles (e.g., planes, trucks) inspected	Hwy. miles/bridges built or fixed	Reduced accident rate, improved travel time, reduced congestion
<i>Department of Treasury</i> (e.g., <i>IRS, AFT, Customs</i> )	Completed transactions (number of tax forms filed, customs entries recorded)	Compliance measures (e.g., time burden investigations of transactions)	Collections ratio (Actual/potential collected) (Note: Customs now measures this)
<i>Department of Justice</i> (e.g., <i>INS, FBI, Prisons, Litigation, Community Relations Service</i> )	DOJ has agreed to integrate GIPRA data into budget process; but has not submitted performance data in time for OMB's Spring Review		
<i>Department of Commerce</i> (e.g., <i>ITA, Technology Programs</i> )	Completed transactions (e.g., clients served) modernized weather systems deployment	Increased exports (ITA), new technologies (ATP), prediction accuracy (NOAA)	Promote growth thru new econ developments (EDA, ITA, ATP) Lives saved (NOAA)
<i>General Services Administration</i>	Number of transactions (e.g., leases), fleet utilization ratio & \$/sq ft.	Customer satisfaction, financial, program performance	Efficiency vs. private sector
<i>Small Business Administration</i>	Number of loans processed, customers served	Private sector \$ leveraged, grow jobs created	Net jobs/businesses created for underserved, traditional borrowers (i.e., additionality)
<i>Federal Emergency Management Agency</i>	Number of Requests Processed, customers served	Processing Accuracy	Customer Satisfaction, Disaster Mitigation (e.g., % population in flood plain after flood)

NOTE: GOVERNMENT CAN DIRECTLY CONTROL PERFORMANCE MEASURES CATEGORIES 1; BUT OTHER FACTORS AFFECT PERFORMANCE MEASURE CATEGORIES 2& 3

DEPARTMENT OF COMMERCE  
SELECTED PERFORMANCE INDICATORS

PROGRAM	ACTIVITY	OUTPUT	OUTCOME	IMPACTS
ITA Trade promotion: Provide Information, Counseling and Export Assistance Services	1. Counseling businesses	1. # of counseling sessions. 2. # of clients. 3. % of satisfied customers. 4. % private market share/crowding out.	1. % of new-to-export firms. 2. % of new-to-market firms. 3. \$ value gross exports. 4. # gross jobs. 5. % that actually export.	1. \$ net new exports. 2. # net new jobs. 3. \$ net new sales.
	2. Information dissemination	1. # of matching services. 2. # custom agency reports. 3. % of satisfied customers. 4. % private market share. 5. # of reports distributed.	1. % of new-to-export firms. 2. % of new-to-market firms. 3. \$ value gross exports. 4. # gross jobs. 5. % that actually export.	1. \$ net new exports. 2. # net new jobs. 3. \$ net new sales.
	3. Trade events	1. # trade events. 2. # participants. 3. # of firms. 4. % private market share. 5. % satisfied customers.	1. % of new-to-export firms. 2. % of new-to-market firms. 3. \$ value gross exports. 4. # gross jobs. 5. % that actually export.	1. \$ net new exports. 2. # net new jobs. 3. \$ net new sales.
NIST Advanced Technology Program	1. Advanced technology development [Illustrative case studies of this process].	1. Highly Competitive Grants to Industry (#, \$). 2. Federal/Industry cost-shared R&D partnerships (\$ value of match). 3. Number of Competitions.	1. New technologies commercialized. 2. Acceleration of R&D/R&D projects completed. 3. New Strategic Alliances Formed. 4. Company Sales of developed technology 5. Reduction in time to market (months saved).	1. Social rates of return (case studies-project/ program). 2. Impact on GDP (case studies-value added by project /program). 3. Creation of new commercial markets.

PROGRAM	ACTIVITY	OUTPUT	OUTCOME	IMPACTS
Manufacturing Extension Partnership	1. Grassroots manufacturing outreach. 2. Information services on improved manufacturing techniques.	1. # Extension Centers up and running. 2. # Companies Served. 3. % of customers satisfied.	1. Jobs created or saved. 2. Company data: change in export sales, productivity, scrap rates, and gross sales.	1. Increased competitiveness of U.S. small and medium sized manufacturers.
NOAA National Weather Service	1. Gather weather data through radar, satellites, and other means. 2. Modernization.	1. Weather, warnings and forecasts. 2. Deployment of new weather systems and general restructuring.	1. Increased lead time for severe weather events. 2. Improved accuracy and reliability of weather products.	1. Avoidance of economic dislocation and distress due to natural hazards.
National Marine Fisheries Service	1. Rebuild, and sustain U.S. marine resources.	1. Resource assessments/ Fishery management plans. 2. Endangered species recovery plans.	1. Sustainable and economically productive marine resources measured by decreased % of overfished stocks. 2. Reduction of species mortality.	1. Greater return on investment and improved stock health. 2. De-listed endangered species.
ESA 2000 Decennial Census	1. Planning. 2. Testing. 3. Statistical modernization. 4. Convey policy options.	1. Incorporation of test results. 2. Developing a statistical modernization plan. 4. Matrix of methods vs. cost and accuracy.	1. Acceptance of plans with users. 2. More accurate Census. 3. Less costly Census.	1. Greater confidence in and acceptance of Census data quality. 2. Lower growth of data costs to the public.
EDA Economic Development Assistance	1. Financial assistance	1. Grants processing 2. Loans processing	1. New jobs and businesses created. 2. Disadvantaged areas made more economically viable.	1. Improved local economy leading to greater self-sufficiency. 2. Reduced local dependency on supports such as unemployment compensation and public assistance.

## PERFORMANCE MEASUREMENT TABLE: PRESENTED BY DECISION UNIT

NAME OF DECISION UNIT:							
PERFORMANCE INDICATOR INFORMATION		PERFORMANCE TARGETS AND ACTUAL RESULTS					
Type of Indicator	Performance Indicators	1993 Actual	1994 Actual	1995 Target	1995 Estimate	1996 Target	1997 Target
Input	1. (Be sure to number indicators -- the number and variety of indicators provided for each decision unit will vary) 2.						
Output/ Activity	3. 4.						
Intermediate Outcome	5. *6. 7.						
End Outcome	8. *9.						
Productivity/ Efficiency	10.						
A. Definitions of Terms or Explanations for Indicators: Clarify potentially confusing terms. Assume a low level of familiarity with your programs.							
D. Factors Affecting FY 95 Program Performance. Describe reasons for any significant differences between target levels of performance and estimates of actual performance, whether positive or negative.							
C. Factors Affecting Selection of FY 96 and 97 Targets. Provide information on the selection of target levels of performance, where necessary.							

\* Designates indicator for requested 1997 program change; performance indicators and targets linking initiative to decision unit goals are required.